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## 1950 - *First Quarter Report*

By J. HANDLY WRIGHT, President PRSA

NOT LONG AFTER the article on "The Case of Charles Luckman" appeared in *Fortune* for April a member of The Public Relations Society suggested that the Society challenge *Fortune* on the dis-service which the article presumably had done to the public acceptance and understanding of public relations. The writer of the letter particularly objected to the charge that public relations people dishonestly reported the sales price of certain companies at five to six times the actual price paid.

"The members of management who read this article," he concluded, "are going to obtain an impression of public relations that will injure the profession."

My reply was that the fault lay not with *Fortune* which presumably correctly reported the facts but with the public relations field itself which was guilty of the practice. Not only in the case of Lever Brothers as covered in the *Fortune* article, but in previous cases known far and wide, the public relations department has been forced or commanded to release exaggerated or misleading information. As long as this condition exists, even as the exception, management will continue to receive an unfavorable impression.

The ultimate remedy for this condition points squarely to one of the most fundamental and important problems which the profession of public relations must face and the most important job ahead for the Public Relations Society of America. That is, the general acceptance and adoption of a code of ethical practice and procedure which if scrupulously followed would eliminate any future possibility of the actions described in the *Fortune* article.

Even the general recognition of this problem holds some promise for its ultimate solution, and looking back over recent months of activity by the Public Relations Society, one can find considerable cause for optimism. The most recent advance toward the ultimate adoption of an ethical code was made at the spring Board meeting of PRSA in Litchfield Park, Arizona, on April 17 and 18. On this occasion the Committee on Standards of Professional Practice, which has grappled hard and earnestly with this problem for the last three years, presented an interim and admittedly incomplete

report; but it was a milestone in the growth and maturity of public relations.

At an earlier meeting in January the Society's Directors had authorized the distribution of a suggested code for study and discussion by the membership. At the April meeting the Directors were informed by the Committee that more than 16 percent of the membership had written in with their reactions to the proposed code. Final analysis of all replies could not be completed until later in the summer but the general reaction up to this point enabled the Board to take one of the most important steps it has yet taken on behalf of the improvement of public relations in the United States. *That was the interim adoption for membership guidance of that section of the code recommended by the committee which has to do with professional obligations.* The four points enumerated in that section are the following:

1. Adhere strictly to truthfulness and accuracy in all material prepared for public dissemination.
2. Observe generally accepted standards of good taste and decency in any material issued and in all events and activities arranged or projects sponsored, participated in or promoted.
3. Conduct personal and business affairs in keeping with the public interest in such a manner as to reflect credit upon the profession of public relations.
4. Make every effort to practice public relations as a public trust whether serving as an independent public relations counsel or as an employe or officer of a company, association or any other organization or group.

While recognizing that this statement does not constitute a completed code or one by which members can or will be bound through any possible fear of disciplinary action, the statement was adopted nevertheless as an interim standard and is recommended for guidance of members pending the ultimate adoption of a code through vote of the entire membership. While it may be too much to hope for the refinement and adoption of a code at the next Annual Meeting of the Society in December, it is not so nebulous a goal as to

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# Tell Your Story to Tomorrow's Customers

## Educational Materials Increasingly Important in the Public Relations Program

By ROSANNE AMBERSON

Amberson Associates, New York City



... need directives from educator

NEW-STYLE business-sponsored teaching aids designed for use in junior and senior high schools have won a place in effective public relations and sound sales promotion. These new-style educational materials are highly visual, well organized, simply written. They are carefully fitted to existing courses of study. They supplement textbooks and implement the teacher. They catch and hold the interest of students. They are adaptable to the use of educators who work with adult groups. They give consumers of today and tomorrow clear-cut information on important consumer goods and services.

Each year an increasing number of business firms and trade associations are finding it desirable to sponsor teaching materials. In combination with advertising and sales promotion, teaching

aids round out a program of consumer stimulation and make a forthright appeal to young people who are soon to be major buyers of consumer products. Many business groups who have tested the effectiveness of teaching aids over a period of years feel that an educational program is a "must" if a product or service is to develop full sales potential.

### Educational Public Relations on the March

Contrast the present with a short ten years ago when only a few business groups had recognized the necessity of reaching tomorrow's customers and when all too little was known about the preparation of teaching aids. Last year educational magazines of both special and general interest listed hundreds of teaching aids sponsored by business groups. Most of these teaching aids are offered free to teachers and students or sold at a very nominal price. Food and equipment companies and trade associations head the list of business sponsors for educational materials, with clothing and textile groups, tableware, (linen, silver, china) home furnishings, insurance and finance companies well represented.

Not all business-sponsored educational materials are good: some are quite mediocre but some are excellent, and the quality is constantly improving. Good teaching aids today are not rehearsed advertising or sales promotion pieces as many once were. They call for a special kind of copy and layout. They must walk into the classroom and into active use if they are to justify their cost. Committees of teachers set up in many state or city education offices are screening out and turning thumbs down on a fair percentage of the "packages" now offered to teachers by business groups who do not understand these facts. Surveys indicate that schools are eager for and will use materials from business *only* if they are:

1. Geared to existing courses of study
2. Free from too much or objection-

able sales promotion or brand advertising

3. Simply and concisely organized and presented so as to offer practical assistance as reference materials or active classroom materials
4. Factually sound and unbiased.

### Business-Sponsored Teaching Aids Most Effective at High School and Junior High Levels

Millions of future consumers are in high schools and junior high schools today. At these levels, and in certain courses under the guidance of realistic teachers, young people are developing habits of thinking and buying. Forward-looking manufacturers and distributors, with an eye on future markets and an interest in better-informed customers, feel that they spend their money to best advantage by reaching teachers and students in a number of realistic study areas — home economics, social studies, distributive education, business education, safety education, science.

1. In *home economics* the emphasis is on food, clothing, housing, money management, human relations. Students learn how to buy with discrimination a wide variety of consumer goods and how to use those goods or products in everyday family life. Some two to three million girls and an increasing number of boys are found in home economics classes across the nation.

2. In *social studies* a new approach is made to the study of American life through a blend of history, civics, economics, geography, sociology. In junior high school the emphasis is on economic geography — a study of countries, their people, cultural backgrounds and commodities which move in world trade. In senior high school the student learns to think of himself in relation to his own home town, his state, his nation and studies the part played by his nation in the world of nations. Again the count of students runs into the millions.

3. In *distributive education* vocational

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**EDITORIAL NOTE:** Educator, writer, magazine editor, public relations consultant — twenty years of this background have admirably fitted ROSANNE AMBERSON for the highly specialized job she does now. Amberson Associates, the organization she heads, has for some ten years created and executed successful educational programs for business firms and trade associations.

*"No subject in the entire field of labor-management relations is more delicate or complicated or presents to industry more ominous prospects of trouble . . ."*

## PENSIONS — A PUBLIC ISSUE

By MARTIN DODGE

Dodge & Mugridge, New York City

CERTAIN PRIMITIVE TRIBES have the quaint custom of pushing old people off cliffs when they get too infirm to carry their own weight. Any casual student of organized labor's industrial pension campaign during the last twelve months might have got the idea that this also is what American employers do with aged workers.

### A Report on Pensions

Thirty years ago, just after the First World War, the organization now known as the Commerce & Industry Association of New York issued a report on industrial pensions. This authoritative spokesman for American business had the following to say about employers' responsibility for old employees:

"A prevalent social theory which the average employer accepts is that an employer should not use the services of an employee during the fruitful period of his life and then heartlessly discard him to the human scrap heap."

In 1920, at the time this report was compiled, the concept of industrial pensions was already well established in this country. About 200 companies had plans in effect. The American Express Company plan dated from 1875. The Baltimore and Ohio Railroad had had a plan since 1889 and the First National Bank of Chicago since 1899. From the end of the First World War to the end of the Second, about 8,000 more plans were adopted, nearly all of them initiated by employers. Organized labor's 1949 pension drive, however, conveyed the notion that industrial pensions was a union

discovery and that up to that time industry generally had either left superannuated wage-earners to perish or at least had shown no compunction about relegating them to the scrap heap.

### What Happens

This turn of events is typical of what happens when a complicated matter like pensions becomes a heated public issue. It also illustrates the questionable consequences when intricate economic matters become subject to political treatment. In the famous Inland Steel case, pensions were adjudged by the court to be an aspect of wages and therefore negotiable. Without prejudice to the logic of the court, whose business it was to interpret the law, it is unfortunate that there was any law on the statute books that permitted such interpretation. For pensions, of all matters of industrial relations, do not lend themselves to collective bargaining. This is obvious in the fact that the Chrysler strike was not concerned with whether the Chrysler workers should receive pensions — to that the company had agreed — but entirely with details regarding the method by which the company would meet its obligations. Similarly the steel strike last year was not about whether there should be pensions for steel workers but whether the pension plan should be contributory or non-contributory — a twist to the issue gratuitously introduced by the Steel Fact-Finding Board, which, being politically appointed, sought to resolve a matter of principle in terms of popular appeal.

### Good Politics

The Board apparently thought it was good politics to relieve steel workers from participation in financing their own pensions. Certainly the facts did not justify the Board's statement that the trend was toward non-contributory pensions. The only time since the First World War when this was true was dur-



*... pensions a social institution*

ing the Second World War and the interesting thing is that it was even then true only because of government action. Non-contributory pension plans adopted during the war were the indirect product of either government wage regulation or the government's excess profits tax. Proof of this is that as soon as these two factors were eliminated, the trend toward contributory systems, clearly established before the war, was resumed.

### Forgot Human Qualities

The Steel Fact-Finding Board's report, nevertheless, resulted in a union stampede for non-contributory pensions. To support the drive, labor spokesmen were led into such hazardous reasoning as to compare men with machines. The age-long battle to identify workers as human beings was forgotten in the analogy between retirement plans and depreciation reserves. The fact was overlooked that machines are inanimate and have no capacity, as do workers, to provide for their own future; also that human beings, more sensitive than machines, have moral attributes that are affected by the

EDITORIAL NOTE: MARTIN DODGE is well known in the field of public relations and to readers of "The Public Relations Journal." Since 1940 he has had his own public relations firm, specializing in the labor aspect of PR. From 1944 to 1950 he was publisher and editor of D-M Digest, a digest of the labor press, which helps management become more intelligent about labor.

presence or absence of responsibility. But in their eagerness to score a point in the pension battle, union leaders were willing to play fast and loose with those qualities of their constituents that most of all distinguish them as human.

## Embarrassed by Their Success

Like presidential candidates who are always for economy during the campaign but seldom after election, when non-contributory pensions became a public issue union spokesmen used any argument that came to mind in order to establish pension costs as an expense of industry alone. Now that the campaign has become successful they are not so sure. Even the CIO leaders, who spearheaded the drive, are embarrassed by their success. And many AFL officials are outspoken as to the weaknesses of non-contributory systems. The International Brotherhood of Electrical Workers-AFL, for instance, states:

"It seems to us that a pension fund is more sound, more practical, when the employee contributes a share into the pension benefit fund."

There is no debate about industry's responsibility — or about industry's *feeling* of responsibility — for the care of retired workers. But it is eminently clear that this cannot be a responsibility of industry alone. Entirely aside from the merits of the case, it is financially impossible. As Peter Drucker has pointed out in "The Mirage of Pensions" (Harper's, February, 1950), it would require a prohibitive sum — from 150 to 200 billion dollars — just to fund *past* service liabilities for the nation's present work force, to say nothing of the added amount necessary to meet current liabilities.

As will become tragically apparent within a short number of years, not only is this too big a load for industry as a whole, but it will prove an impossible burden for many of the companies that are now being pressured into signing pension agreements. Their difficulty in meeting retirement costs when times become less lush will then be cited — such is the versatility of the critics of capitalism — as "another" evidence of the breakdown of the enterprise system.

There are certain arguments in favor of industrial pensions being non-contributory. The bookkeeping is simpler; management can with justification insist

upon unilateral administration of pension funds; all employees can be covered; vesting can be avoided. But the very statement of these arguments indicates their superficiality. Can any sound reason be advanced why a man who is adjudged worthy of his hire should be relieved of all responsibility for providing for his own future? No argument can be made in terms of need. Department of Labor subsistence level studies to the contrary notwithstanding, need is not an absolute. It is one of the most flexible things in the world. "Need" always responds to income. (It has been found necessary for the authorities in New York City to rule that relief funds cannot be used to buy television sets!) Higher wages are a desideratum, but they make no contribution to moral responsibility. Realizing the necessity for self preservation does. And this factor, which a contributory pension plan recognizes, easily outranks in validity all the arguments that can be marshalled against it.

## PUBLIC RELATIONS

**public relations.** 1. The activities of an industry, union, corporation, profession, government, or other organization in building and maintaining sound and productive relations with special publics such as customers, employees, or stockholders, and with the public at large, so as to adapt itself to its environment and interpret itself to society.

2. The state of such activities, or the degree of their success, in furthering public understanding of an organization's economic and social adjustment; as, good or poor *public relations*.

3. The art or profession of organizing and developing these activities; as, university courses in *public relations*; *public relations* requires technical skill in various techniques. Hence, *public relations officer, director, counsel, or consultant*.

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Recent adoption of non-contributory plans by important companies does not alter this fact. These settlements only reflect the play of economic forces, distorted by political influence which is currently running contrary to the principles of the Social Security Act. Whether this present trend portends amendments to the Act remains to be seen. But realization is emerging — and this is what is bothering the CIO leaders — that industrial pensions, and particularly if non-contributory, are at best a faulty answer to the problem of old age retirement. For this solution assigns the responsibility for supporting retired workers to institutions whose perpetuity cannot be guaranteed. And even in those companies whose future seems assured, indus-

trial pensions impair the mobility of labor and penalize workers who lose pension rights by changing jobs. No industry-wide or area-wide solution to these difficulties is likely to be found.

So the sound and fury of the pension campaign, while not signifying nothing, turns out to signify something quite different from what its instigators foresaw. Started eighteen months ago as a substitute for the fourth round wage drive — which was sidetracked by fears of a depression that failed to materialize — it was promoted last year into a full-fledged panacea, only to deteriorate now into an uncertain supplement to Social Security. For what labor leaders have proved to themselves is that retirement coverage for all workers cannot be provided except perhaps through the government. And every industrial pension plan that permits private benefits to go down as Social Security goes up puts management support behind that of labor to have this problem transferred to Washington.

## Pensions Will Be Important Public Issue

Security — or insecurity — being what it is in our industrialized society, pensions, whether industrial or governmental, will from here on be an important public issue. This would have been true even without the events of the last eighteen months. For no new condition appeared during that time to make need more urgent. We have, in fact, just finished a decade which saw labor attaining a state of affluence never before equalled. In no other period in history has the wage-earner been so well able to provide for his own future. Labor's sudden interest in pensions has therefore not arisen from distress. It is the product rather of an appetite nurtured by affluence. This is another case of the boundless flexibility of "need" — as each new eminence is attained others come into evidence that are irresistible.

This is in no sense to disparage the idea of formal pension plans. They are the only civilized approach to old age security and, for the majority of people, probably its only guarantee, assuming that sound plans can be effected. But no subject in the entire field of labor-management relations is more delicate or complicated or presents to industry more ominous prospects of trouble; and none

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# IMPACT OF TELEVISION

By HARRY BANNISTER

General Manager, WWJ — AM, FM and TV, Detroit, Michigan



... it will diffuse knowledge

creating a television industry we were letting loose a Frankenstein monster which some day might destroy its maker. We were rather smug about it, feeling that any well-rounded broadcasting enterprise should have some television as part of its overall operation; and we were inclined to place definite limitations upon the scope of television, such as a schedule of three or four hours daily, representing the maximum that anyone would want or could take of television.

The plans that were made then for television's future were obviously based on assumptions that television was merely another gadget, another gimmick, another convenience to be fitted into established patterns of living. Only a few realized then, as many came to realize later, that this newest addition to the electronic family would be most unruly and obstreperous and demanding, and above all, one dedicated not to maintaining the status quo in the established pattern of living, but to upsetting it, without so much as a "by your leave," or "thank you."

## Results of Studies Provocative

Since then, numerous studies have been made in attempts to measure and to define the impact of television. Some of the findings are fairly definitive; all of them are highly indicative. Most of them are highly provocative.

Here are the general lines: It seems well established that once a television set comes into the home, radio listening drops off precipitously during the hours when television is available. Night-time radio suffers much more than afternoon radio, while the morning hours are affected not at all. In cities with a high degree of television penetration, the audiences watching television have made important inroads into radio coverage. Last November, a survey of the Michigan-Ohio football game showed more television sets tuned to WWJ-TV than radio sets tuned to WWJ or WJR—both of which broadcast the game.

It seems equally well established that

movie attendance drops off by varying degrees in all television homes. The variance in movie attendance is in inverse ratio to the variance in size of income. The high income groups show the least drop, the low income groups show the greatest drop.

## Greater Usage by Low Income Groups

As a digression, I want to point out that television means much more to the family with low income and gets much greater usage. The reasons are obvious. Also, please note this: As the ownership of television sets spreads out, the average income level drops. In New York City where there are currently one million television sets, some 60% of the ownership is in families with incomes of \$3,500 yearly or less, a figure which never ceases to surprise those who haven't given thought to the matter.

There are indications that television cuts into the reading of books and periodicals. It doesn't seem to have affected newspaper reading. It seems to have reduced conversation in many homes and so-called "visiting." Card-playing also seems to have been affected. Baby-sitters are apparently easier to procure in television homes.

Consumption of snacks, crackers, soft drinks, coffee and alcoholic beverages has increased in television homes.

Furniture arrangement and lighting in the home has been affected. So has furniture design.

Because the importance of the television set in the home does not seem to diminish, it is reasonable to assume that it may have increasing influence in home furnishing and design.

In the advertising profession, television has greatly increased the consumption of aspirin, benzedrine, digitalis and pile suppositories.

Advertisers have made some shrewd uses of television and some incredibly stupid ones. The trouble is that there yet isn't enough of an accumulation of case histories. Successful advertising evolves mostly by trial and error, not by inspiration or divination. Until the boys make

THE FIGHTING IN WORLD WAR II was raging furiously on all fronts when the management of *The Detroit News* decided to enter television. At that time, it was apparent that when the war ended, television would be ready: for home use and for commercialization. We felt that if television was available, it was up to us to bring it to Detroit. The community expected us to do so because we had pioneered every other phase of the broadcast art, and that leadership imposed upon us a responsibility we felt obliged to honor.

No broadcaster then suspected that in

**EDITORIAL NOTE: HARRY BANNISTER** has enjoyed the privilege of observing at first hand the growth of the radio industry. Entering radio as a salesman for Detroit's WABC in 1931, he gained experience which led to sales posts with WJR and later WWJ, where he became sales manager in 1935. In 1941 he was made general manager of WWJ, and has since directed the station's activities in AM, FM and TV. His up-to-the minute knowledge of TV progress and possibilities has earned for him recognition as one of the nation's leading authorities on this subject. In his article—presented before the Detroit Chapter of PRSA—he ably describes the impact of television and new opportunities for public relations use.

## IMPACT OF TELEVISION — Continued

their quota of mistakes, and a fair percentage of hits, the ulcer incidence will remain abnormally high.

### Impact on Advertising

Many studies have been made of television's impact on advertising. Most of the findings are so tremendous as to defy credence. Apparently, television solves one of radio's bugaboos: sponsor identification. Many a loyal and habitual listener to a radio program has great difficulty in recalling the sponsor's name, or even whether it was a soap manufacturer or a brewery which made possible the broadcast of the last presidential inauguration. That problem vanishes with the sight and sound formula of television. Respondents to surveys identify television sponsors by ratios of three, four and five to one, as against radio.

The sales impact of television seems difficult to measure in exact terms, but in many test cases it has produced such fantastic results as to leave no doubt of its potency. When properly harnessed, as it is sure to be eventually, television advertising is expected to more profoundly affect the distribution of goods than anything previously known. It seems to not merely create an interest or desire for ownership of the advertised product, but it transmits to the prospective purchaser much more knowledge and information, as evidenced by lesser time spent in actual purchase transactions by both buyer and seller. Also, its entertainment functions constantly to establish standards of comparison in the use of every appurtenance, every implement, every article which helps to make up the abundant life.

The impact of television on sports attendance is a moot point. Thinking about it has driven to distraction some of our most erudite citizens, ranging from the cultivators of cauliflower ears, and the mastodons of grunt and groan, all the way to those who dedicate their lives to the improvement in the breed of thoroughbred horseflesh, and even beyond to organized hockey, organized baseball and finally to the hallowed halls of ivy where any 220-pound fullback with an abbreviated frontal lobe can pick up a degree or two (I almost said "A buck or two") without ever acquiring callouses on a classroom seat.

There is much conflicting evidence. My own station has televised U of M football, Detroit Tiger baseball and Red

Wing hockey ever since we went on the air. All that has happened is constantly increasing interest and constantly growing popular demand for admission. Recently, in New York, some 22,000 paid admission to watch a wrestling match. Prize fight promoters have shied away from television as if it were leprous. Some college football coaches fear television — many more welcome it. Professional football seems afraid. Sentiment in hockey and baseball is mixed, but most favor television.

Largely, all this repeats the early experiences of radio. Eventually, it was discovered that broadcasting functioned more to promote interest than to keep away prospective customers. I think television will follow the same path. If there is any exception, it may be in prize-fighting. Television enables one to watch a prizefight so much better than with an admission ticket, that it may well develop that prize-fights are worth more as sponsored television attractions than they are in gate receipts to the promoters and participants.

Incidentally, television has had considerable impact on the technique of describing sports events. The announcer sees no more than the viewer. Therefore, he mustn't talk too much, not nearly as much as in radio. He can identify and amplify a little, but all that wealth of description and background which is needed in radio, is superfluous and unwanted in television.

Others who have felt the same limitations are newscasters. Pictures tell much of the story in television. Words, being fewer, have to be better chosen. Instead of reading dispatches, the television newscaster tells about the news.

### Impact on Politics

Politicians too have felt television's impact. Just as radio, long ago, cut political oratory by one-half or more, so now television promises to reduce the length of radio oratory by another half, or more. And 150,000,000 people will cheer over that one.

The newspaper reporting of political events has also felt the impact. Covering the two presidential conventions in Philadelphia in 1948, a veteran reporter described it very aptly: He said, "Some windbag gets up and yammers for an hour. We cut it and trim it and put it in shape, and when you read it in your paper, that evening, it looks pretty good.

But, with television, a windbag is still a windbag. The people see him and hear him, for what he is. When we write our stuff, no longer can we gild the lily. We'll have to do more actual reporting, and less romance and interpretative stuff."

When television mixes with politics, even the behavior of those near a speaker is important. Again, during the Philadelphia conventions, at one of the sessions which I'll not identify because it really doesn't matter, as the minister was delivering the opening invocation, a party big wheel, standing near the minister, chewed his gum throughout the prayer in perfect cadence with the rhythm of the invocation. In many American homes, that would be regarded as the height of irreverence, and it could cost the party many votes.

### Sociological and Educational Impact

Programs such as "Meet the Press," "Author Meets Critics," "Who Said That," and many others, are pointing the way towards the sociological, civic and cultural impacts of television. Important people or people who would like to be important are put on display through the relentless impartial eye of the electronic camera which reveals hokum and exposes sham, and while they try to be themselves and act naturally, or else to deliberately put the best foot forward, millions sit back in the calm isolation of the home where impersonal detached appraisal is much more attainable than ever before. While the fakir and the self-starter and the entrepreneur will not disappear, their lot in life will become infinitely more difficult as television grows and spreads.

The impact of television on education is still frontier territory, but already we've seen enough to more than evaluate the potential. On WWJ-TV, one of our earliest programs was "TV University" which we used to cover some of the most intricate and abstruse subjects, such as archeology, astronomy, atomic energy, internal combustion engine, etc.

Television has carried many programs aimed at pure education. What it may do in this field ultimately, I cannot say. It's not for me to tell educators how to educate. The imagination of televisers has ranged far afield. Some speak of an Einstein lecturing to all the mathematicians

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# DO SOMETHING

## *A Public Relations Technique Frequently Overlooked*

By CHARLES C. CARR

Public Relations Consultant, St. Petersburg, Florida

PUBLIC RELATIONS men are remiss when they permit to go unchallenged the concept that public relations is really nothing more than the use of the written or spoken word. Too many executives in other branches of a business think this is about all their public relations department does or is supposed to do. Likewise, too many students of the subject are taught that the use of these particular tools of communication provides the essence of the art.

### PR Requires Careful Planning

As any practitioner knows, public relations is much more than this. It requires the skilled use of communications but does not limit the practice to what may be written or spoken. Public relations is action. It is careful planning toward specific objectives and a wise execution of such plans. It should involve a thorough study of the situation by trained public relations people after they have been fully advised by their company or client of the essential facts. This briefing should precede the selection of objectives and the planning of a program.

To illustrate the point before a group of bright young men and women in Dr. G. W. Freeman's public relations classes at Rollins College recently, I cited four case histories. All of them had occurred within the past year. They were widely scattered geographically. One was in Pittsburgh, Pennsylvania, one in Vancouver, Washington, one in St. Petersburg, Florida, and one in Davenport, Iowa.

In Pittsburgh, the Mellon National Bank and Trust Company, a staid and dignified institution, adopted an inter-

esting action program which has brought it marked good will. Moreover, it has added to the human qualities of the bank, an asset any banking institution can well afford to increase. Like many banks, the Mellon National had for years been welcoming on an annual visit the graduating classes of the city's high schools as well as similar groups from outlying areas. Sometimes the groups consisted of grammar school as well as high school students. At the close of the bank tour, the institution had been giving, somewhat perfunctorily, a little souvenir, usually some product of one of its good customers. As an innovation, the bank decided to make the gift something more closely identified with banking, i.e., money.

Nowadays when the youngsters enter the bank for their visit they are taken to the board room where they listen to a few words of greeting from an officer who briefly describes the functions of a bank. Each student is then handed a pass book in which his or her name has been imprinted, a deposit slip, a signature card and a crisp new dollar bill. The students, then and there, open individual accounts by depositing the money they have just received.

### And Further . . .

As they are ready to depart, after viewing the many operations of the bank, they are taken to the tellers' windows where they are taught how to write a check. Careful scrutiny is given each check to be sure the maker has signed exactly as he or she did when opening the account. Then each is handed a silver dollar which serves as a gift and a practical little lesson in banking.

Recently a group of seniors from the West Newton High School made the bank tour. After they had opened their accounts, the public relations officer of the bank asked for a raise of hands as to how many had previously made out a deposit slip. Only four out of thirty signified that they had. One of the teachers



*Public relations is action*

accompanying the group remarked, "We try to teach them how to do things, you actually make them do it, and it is only through doing that one learns."

At Vancouver, Washington, the operating heads of Aluminum Company of America's aluminum producing plant inaugurated what might be termed "Operation Free Enterprise" by employing for the summer ten students from the Vancouver High School and giving them not only jobs but also a course in business economics which took from two to three hours of their time each week. Incidentally, this course is the same as that provided all new workers at the plant. It covers basic economics. Labor relations are explained by a former union officer. Operating, financial and technical facts are taught by trained company personnel. To qualify for this opportunity, each student must be among the top third of his class, must be eighteen years old and physically fit, and must indicate that he plans to complete his education in one of the following subjects: engineering, business administration, industrial arts, accounting or chemistry.

These lads may have jobs for as much

EDITORIAL NOTE: Four "thumb-nail case histories" are here cited by Mr. Carr to illustrate his theme of Doing Something in public relations activity. Mr. C. C. Carr was formerly Director of Public Relations for the Aluminum Corporation of America until his retirement last year. He continues, however, to serve in a consulting capacity.



as three additional summers. Each year it is planned to admit ten new students to this work-education program. Henry DeYoung, principal of the Vancouver High School, in a comment after the first batch of students had returned to school in the fall, said: "These boys now know that every consideration within reason is given to teach an employee to do his job correctly and to provide working conditions that will keep him working. If this program continues, the Aluminum Company of America will have played a real part in furthering the American system."

Opinion Research Corporation, in one of its index surveys last summer, showed that the principal cause of a misunderstanding of business institutions by men of the pulpit is due to the attitude of business itself. One company in St. Petersburg, Florida, took this to heart and did something about it. Early last October the Florida Power Corporation devoted the better part of a business day to the Protestant ministers of St. Petersburg. Two weeks later it repeated the event for the Catholic clergy and other religious groups in the city. Florida Power Corporation has its headquarters in St. Petersburg but it serves an important area in South Central Georgia and in Central and West Coast Florida, twenty-one counties in Georgia and twenty-eight counties in Florida.

### What Happened

A brief account of what happened at the get-acquainted session with the Protestant ministers will serve to illustrate the plan. Following a regular Monday morning meeting of the Ministerial Association, the ministers were loaded into a large bus and taken to the principal St. Petersburg power plant of the company. En route they were told of various installations throughout the city, the speaker being A. W. Higgins, President of the company. After visits to the plants, engineering headquarters and substations, the entire party was unloaded at the company's home economics center for a luncheon.

At this meeting, engineers, operating men and technicians were conspicuous by their absence. Instead, the company men in evidence were from the personnel, safety and public relations departments. President Higgins, himself a real public spirited executive, presided. The emphasis was upon the human values and the company's contribution to the

city's welfare through its employees and through the company itself. In the question and answer period following the presentation of charts showing these human values, one minister remarked wryly, "Well, this is the first time any business in this town, little or big, ever paid any attention to us preachers." The company asked for nothing other than an opportunity to present itself as a decent and helpful business citizen. In the weeks that followed, some of the things presented at the luncheon were "played back" from no less than a dozen pulpits.

### Open House Technique A Direct Approach

At Davenport, Iowa, where Aluminum Company of America has built a large mill to produce aluminum sheet, there was a great curiosity on the part of the public to see this new addition to the industrial life of that section of the country. Last fall, in line with its custom of having open house for employees and for the public, particularly at its new plants, Alcoa staged such an event at this plant which is located near Davenport but it is closer still to a small community known as Bettendorf. The open house, which attracted some 10,000 guests, was used as a means of making a direct approach to a serious company problem.

The officials of the town of Bettendorf have eyed this plant with a view toward extending the corporate limits to include this sizable property on the town tax rolls. Alcoa used its open house to demonstrate its self-containment from the standpoint of fire protection and all the other services a small town could possibly render. It issued to each visitor an attractive booklet telling all about the plant and entitled "The Davenport Story," but as a separate insert in this booklet it included a one-page sheet headed "Alcoa Fights Proposed Annexation as Direct Threat to Further Industrialization of Entire State." Through the open house, the company brought this issue into the open and acquainted the entire community with its side of the controversy.

In the talk to the Rollins College group, when I had finished with these case histories, Dr. Freeman asked his students what one point in his class instruction did the incidents seem to illustrate. "Do something," said the young men and women. They were right.

## Pensions — A Public Issue

(Continued from Page 4)

involves such profound implications for those who are intended to be benefitted.

To public relations, the significant thing about this is that, despite its complications and delicacy, the matter has now moved into the realm of public and political determination. It is out of the hands of the lawyers and the actuaries and into the hands of the moulders of public opinion. This was dramatically portrayed in last year's steel strike. It availed the Steel Corporation not at all to contend that its contract with the Steel Workers could not be opened on the subject of pensions. Whatever the validity of the argument, this was purely a technical point. *Steel Labor*, the union's tabloid, had already made the issue human. Many pages of the *Steel Workers'* publication had been devoted to the pittances received by retired steel employees compared with the munificence of the pension allowances for executives. This story was easily gotten over to the man in the street, and made more appealing by the contention that the rich executive got his pension for free — although this was not the whole truth — while the poor wage-earner was asked to chip in to pay part of the cost of his own. With a barrage of similar propaganda, labor's public relations campaign carried the day.

But the Steel Workers, and other unions that promptly followed, were helped to win their case partly by the fact that — thanks also to public education — the concept of old-age pensions has been changed. Pensions are no longer viewed as a device to build company loyalty and decrease labor turnover. (They never were very successful for this purpose.) They are now generally looked upon as a social institution (1) to provide economic security on a national basis, (2) to divert more buying power to the hands of the consumer in order to support the purchasing power theory of prosperity, and (3) to help carry the burden of an increasing percentage of older people in the population. In brief, pensions have now been identified as "welfare," and a very short step remains to the socialization of this phase of American life. That is to say, we are again making a "tribal" approach to the disposition of the aged. It is to be hoped that this will not provide a new kind of cliff from which people will fall to their destruction.



# WHY PUBLIC RELATIONS?

By FRANK J. RYAN

Assistant to the President

The Cleveland Electric Illuminating Company, Cleveland, Ohio

THE MOST POWERFUL FORCE in America is *public opinion*.

Right or wrong, public opinion is the force that governs all major forces in this country, and will ultimately govern the world.

Things are as they are today because public opinion has let them become so.

At this moment public opinion is molding the form of things to come — things that will vitally affect our lives, and the lives of our children and our children's children.

Public opinion is never static. Like the force of gravity, it is always at work. It generates in the head and the heart of every human being. Like the ocean tides, it is in perpetual motion. It is a phenomenon from which there is no escape. It is manifest in the daily deluge of words from all quarters — from pulpits and rostrums, printing presses and radios.

Like the weather, public opinion has some effect on everyone. But, unlike the weather, it is possible to do something about it.

Only God could *control* public opinion. God doesn't, because He has endowed Man with a free will to use for his own salvation or his ruin.

Only a madman would try to control public opinion. Hitler tried it, and Mussolini tried it, and you know how they ended.

Soviet Russia is still trying it, and you can feel sure that the Politburo and the Kremlin will go the way of Hitler and Mussolini.

But while public opinion *cannot* be

*controlled*, it can be *influenced*. It can be changed. It is changing all the time, for better or for worse.

This brings us back to the question, "*Why Public Relations?*".

We in the public relations profession are in the business of influencing public opinion.

The ethical public relations practitioner aims to influence public opinion to the benefit of all parties at interest in the organization he serves.

In business the parties at interest are the owners, the management, the employees, the suppliers, the customers, and the public.

The major interest in every business is the public interest.

The larger the business, the larger becomes the ratio of the public interest to other interests in the business.

In the case of a major industry, such as oil or steel or aluminum, the public interest may exceed the aggregate interest of all other parties. That is the basis on which the Federal government has justified temporary seizures of mining, transportation and other industries.

If all American business and industry in the past had fully recognized the extent of the public interest, and had managed their affairs accordingly, American business might not be in all the trouble that confronts it today.

## Public Interest Under-rated

But too many businesses and industries for a long time under-rated the public interest. They underestimated the power of public opinion. They ignored the fact that in a democracy like ours public opinion gives you what you get in the way of government.

Not all business was like that. After all, business is people. Even though there is much more good than evil in people, you are more likely to hear about their vices than about their virtues. It is the same with business.

What you hear about people, and what you hear about business, molds your



*Public opinion most powerful force*

opinion of them. That is why you have an opinion about people you never have met, and probably will never meet. That is why you have an opinion about business concerns you never have dealt with, and probably never will deal with.

Your opinion may be right, or it may be wrong. If your opinion be wrong, it is more than unjust to the person or the business concerned; it is prejudicial to yourself.

It harms you to hold a wrong opinion. It harms the public for you to hold a wrong opinion. For your opinion is part of the universal bloodstream of public opinion.

It is the prime responsibility of the public relations profession in serving business and industry to help the public form a *true* opinion — that is, to help purify the bloodstream of public opinion, and keep it pure.

The bloodstream of public opinion cannot be said to be pure today. It is infected with many economic and political fallacies. It has had many shots of air from syringes in the hands of medicine men who did not know what they were doing.

But the bloodstreams of public opin-

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EDITORIAL NOTE: FRANK J. RYAN is Assistant to the President, The Cleveland Electric Illuminating Company, in charge of Public Relations and Advertising. He has had a broad experience in the newspaper, radio and public relations fields. He is the originator of his company's national advertising campaign which promotes the Cleveland-Northeast Ohio area as "The Best Location in the Nation" for many industries. In the past four years this campaign has helped to bring about a \$650,000,000 industrial expansion in the area.

# THE NUDE ON THE STEAM SHOVEL

## or

# WHAT HAPPENED TO CANNED SPINACH WEEK

By FRANK A. CLARVOE

Editor, "The San Francisco News"



*Public opinion explosive and fickle*

**M**Y GOAL here is to toss a challenge at the work of public relations, on behalf of the press and related media. Since I know a little about the press, but less about other media, I am going to write against a press background. Although newspapers are the basic avenue to public opinion, which is the realm in which the public relations operatives work, what I've got to say probably applies to other media as well.

*Function of the Press:* To publish the news, all of it we can which seems to have interest for the public at large. It is also one of our functions, as Finley Peter Dunne expressed it, to "comfort the afflicted and to afflict the comfortable."

*Function of Business:* To provide goods and services to the public, at a

profit. No business that I can think of exists except by public interest and approval — and that includes the undertaking business. Public interest and approval is public opinion. Portions of private business, notably those having to do with amusements, have long sought to create public appetite for their wares by various devices.

### The Press Agent

The method by which contact between the amusement world and related activities is maintained with the press is press agency. The press agent is a strange mixture of hail-fellow and pain in the neck.

The press agent is a pioneer in the field of so-called public relations counselling. He was hired and assigned to get the best favorable mention possible, and all he could get, about his client. Through his inspiration, actresses have bathed in milk; actors have pretended to interesting romances; jewels have supposedly been stolen; professional and social climbers have adopted pet elephants; and synthetically screaming women have turned good hog-callers into indifferent singers.

Press agents are screwball thinkers and planners, and some of them have been very good. They have been responsible for some atrocities, such as posing bathing beauties on steam shovels at ground-breaking ceremonies for public and private works, and for other cheese-cake gimmicks. For ways that are devious and tricks that are vain, the press agent has out-pointed the oriental. He has been a genius with the planted story and the sly tip. He is the bane of our existence for thinking up such things as grandfather day, canned spinach week and nutcracker month. He often confuses indirection with cleverness. Intrigue is an ingrained habit. He is a master of the superlative and a personification of "caveat emptor," playing a game with complete good humor and mendacity. We love him, but wouldn't trust him on a straight news story about his client any

farther than we could throw a wastebasket. On matters not affecting his client, he is thoroughly reliable and often a good source of news.

Circus press agent — don't expect him to be anything else.

I have touched upon the press agent in this detail because I believe he belongs in the field of entertainment, and only in that field. It is his proper environment. For what I would call "straight business" to rely on press agent techniques would be a serious mistake. The personal puff artist is not for industry, unless the chairman of the board wants his trademark tattooed on his chest in the public square at high noon.

What sort of agent, if any, should industry try to develop to increase its acceptance at the bar of public opinion? Assuming there should be such an agent (and very likely there should be) what should he be called; what should be his status, his duties, and his relations with the press? Any business man who has a legal problem calls in a lawyer; if he wishes to erect a building, he calls in engineers and architects; if the plant isn't functioning well, he calls in an efficiency engineer; he employs chemists and statisticians, and he has an expert make out his income tax. If he has a pain in his tummy, he sees a doctor. But when it comes to experting public opinion, Mr. Big thinks he can do it himself or assigns the matter to a vice-president who has never seen the inside of a newspaper office or a radio station; nor knows people outside his usually narrow environment.

### Examples

I would like to cite some examples of how it is done in some businesses. Back in 1921, when I was on the staff of the United Press here, the phone rang one morning and "Casey" Ingram of the Southern Pacific said he wanted to tell me about a wreck. He had all the details, an estimate of the cause, a list of in-

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EDITORIAL NOTE: FRANK A. CLARVOE, able journalist and articulate editor of the San Francisco "News," frequently "tosses challenges" to the members of the San Francisco Bay Area Chapter of PRSA. His article is from one such challenge tossed at the recent San Francisco Seminar.

# A STUDY EDGED IN BLACK

By WILLIAM T. BOSTELMAN

News Editor, "Automotive Industries," Philadelphia, Pennsylvania



Let us look at the facts

its public relations segment, has not been aroused to defend itself. Even the penetrating public relations study in the May, 1949, issue of *Fortune* entitled "Business Is Still in Trouble" failed to mention what I consider a most appalling indictment of public relations. The fact that the N.I.C.B.'s reputation for independent research is well known adds weight to the study's findings, and as the study was first issued in October, 1948, no attempt will be made to gild the refined gold of its research. The intervening year's history has, unfortunately, merely reinforced, confirmed, and underlined.

## Look at the Facts

Let us look at the facts. A large number of leading company executives were surveyed, and *only 10 per cent of these felt a greater need for public relations at all levels.* On all public relations fronts discontent since V-J Day has ever increasingly manifested itself. Stockholders have been vocally and vociferously curious about dividend payments as contrasted with profits. Women shareholders have felt so neglected that they have banded together in a unit to protect their interests — was that area under-developed, or is neglected the word? Sound business practice has dictated plant replacement, new equipment acquisition, product development, the building of reserves and so forth, but this story seems not to have been told too well.

The three rounds of wage increases with all their attendant sinister effect on the price cycle, intermittent strikes, and the current pension and security demands which constitute the fourth round — all labor pangs, illwill at the plant and community level, sore spots on our economy, and all indicating a crying need for more and more good public relations. The basic points of the Taft-Hartley Act, which was termed a slave labor act in the late unpleasantness and in current stumping around the hustings, and which was seized upon as a political football, actually contained most of the basic tenets endorsed by labor, as the surprising results of a national opinion research survey proved.

This story was told in a national magazine, but "too little too late" might characterize the treatment. Where was the shrewd effective public relations which "only needs to be increased 10%" to be perfect? Where was the bark of the big publicity guns, supposedly public relations' mighty tongue?

The material in the preceding is all too readily confirmed by the headlines and subheads of our newspapers. Now we cannot lay the turmoils of basic economy changes and the stresses and strains of economic tensions at public relations' door. However, the primary function of public relations in fostering *understanding* seems not to have been performed, or to put it kindly, has been performed at least imperfectly. Yet only 10 per cent of leading executives felt that a greater need for public relations was indicated.

## Another Misunderstanding

Let's leave this shocker and proceed to another basic misunderstanding of the public relations function. We have all been irritated in recent years by sellers' marketitis. The don't-give-a-damn-we-have-to-many-orders-anyway attitude, or please-don't-go-away-mad-just-go-away treatment. Now we can see the approach of the buyers' market; indeed, it has already arrived in many lines. Yet only now the corporate executives who co-operated in the polling stated that they anticipated a shift in emphasis of public relations activities to customer relations in preparation for the buyers' market! The fact that the public relations function as a whole is as strong only as its weakest link, cutting broadly across all phases of business or industry, has been completely misunderstood. Thus when business finally gets ready to throw its public relations activity into high, into combatting growing buyers' marketism by courting the now hostile buyer, (this vital public relations facet having long been neglected), the sales have drooped and the businesses sickened or failed. This is perhaps an overdone *reductio absurdum*, but it does point out the basic misunderstanding of first things first. In other words, let's lick those old

IT SEEMS THAT THE PUBLIC RELATIONS profession is in a decline — a rather sharp decline. Nurtured during the war on heavy institutional advertising, the public relations profession entered the postwar era with every augury of success. Public relations practitioners, philosophers and pundits talked confidently of the job to be done and how they were going to do it. Sober articles were written about the new profession. A glance at the scorecard indicates several big black zeroes, failures if you will, in which public relations has failed to sell itself to management, and has failed to do a good public relations job.

For more than a year I have kept a scholarly public relations critique by the National Industrial Conference Board in my desk waiting for a rebutting blast to be emitted for organized public relationsdom by its philosophers and spokesmen. But to no avail. Management, or

EDITORIAL NOTE: WILLIAM T. BOSTELMAN is News Editor of "Automotive Industries," a publication of the Chilton Company and Editor of its house organ, the "Chilton News." He has been a member of the Public Relations Department of General Motors Corporation. Mr. Bostelman has written articles on public relations for various magazines.



wounds now, boys—the customers won't remember how badly we treated them in 1946—the old public-be-damned brought up to date, demonstrating a cynicism about human nature both shortsighted and dangerous in its stupidity.

But while we are noting with regret, let's look at something really bad. The survey indicated that only 13 per cent of the companies reporting stated that the importance of the enterprise system and the necessity for its preservation were included as objectives of public relations. Overwhelmingly devastating. The whole fabric and framework over which and in which U.S. business and industrial life is conducted may be swept away or changed to make business as we know it inoperable, but only 13 per cent of the companies surveyed are doing something about it. A basic example of looking only at externals, not getting down to bedrock.

## BUSINESS AND THE PUBLIC

"We cannot have a strong domestic economy with industry hitting on all cylinders unless we have the public on our side. Industry must strike out on the front of human relations to win this allegiance from those it serves.

"... We need more human contact. We must cultivate the human touch... People must see us in action, speaking openly and proudly of our operations, telling our story in terms they can understand. When the electorate of America observes this campaign of honest concern for their welfare, they will vote for business as an institution."

—Harry A. Bullis,  
Chairman of the Board,  
General Mills, Inc.

Getting away from these two broadsides, a few more somber findings are reported. That the importance of basic public relations planning and guidance for policy is not well understood is apparent in the conviction of some companies that an elaborate organization is needed only when management fails in its job. In concerns which have departmentalized, the director reports to top management, and this is a hopeful note, but only one out of every two corporations with sales of \$100 million or over

has established a public relations department!

When sales fall below \$100 million, only one in six companies has a public relations department! The tendency is then for public relations to become the function of another department, usually being handled in conjunction with advertising. But as we know, public relations claims the distinction of management's guide — not the handmaiden of advertising. Perhaps adroit publicity is achieved, but let's not say public relations. No instance of a separate public relations department is reported in companies with sales below a million dollars. Thus, although relations with the public, according to the survey, receive constant consideration in connection with the guidance of company policy, the "head of the public relations department (when there is one) does not ordinarily participate directly in these decisions." When he does, his participation is of an advisory nature, which sounds mighty weak unless he happens to be an official of the company in charge of the department.

## Cuts Goods to Fit Pattern

Phrases with a chilling note are continually quoted, such as: "A steel producer always consults his public relations department when it is felt *that a problem has a public relations facet*" — what company problem hasn't? Occasionally, the head of the public relations department has ready access to the president or other members of the top management. While his suggestions are welcomed, he has no voice in the decision made. When asked to sit in or when an outside consultant is used, he cuts the public relations goods to fit the company's policy pattern, to paraphrase a top executive's comment. Just a slight case of the cart before the horse!

Thus it seems that top management is somewhat concerned with public relations, but all too rarely has it set up the framework or even the skeletal public relations departmental forces it needs. Of course, budgetary limitations preclude the establishment of a complex department, but commensurate with size, the function should be recognized as top management's consideration, and then implementation of the function can be effected. Not only has this been neglected, but when the public relations has been implemented, all too seldom has

top management been guided professionally.

The unhappy truth is that public relations spokesmen have done a good job of talking to one another at conferences, meetings and in print. But they have done a poor job or failed to sell the vital import of public relations to top management as a valid and effective tool of

## DETOUR

"In Washington today there are theorists and bureaucrats and economists and Congressmen who are switching the signs. They are trying to take down all the honest guideposts and put up others reading: 'Detour — to Utopia.'

"To my way of thinking... that is nothing less than economic murder; and it is hard for me to believe that all of these signpost-jugglers sincerely suppose they are pointing the way to salvation."

—Benjamin F. Fairless before the Baltimore Association of Commerce, April 21, 1950.

a good business. Selling and teaching top management that public relations is a full time proposition, stemming from the premise that a company must first live right — helped, advised, and even guided by competent public relations counsel. Then tell about it! Public relations is not a cure-all.

As mentioned above, all economic ills cannot be cured by public relations, but a lot of money is being spent and resultant understanding has been poor, or negligible.

All too often, it seems, the sale has not been made in the first place, so that public relations is not part of the corporate scheme, and then when it is, the public relations man, having been rebuffed in his initial attempt to sell a program, apparently knuckles under, swallows his pride, and follows through with whatever watered-down, weak-kneed, spurious imitation that management thinks it should have. He cuts the cloth to fit the pattern. He has to eat, of course. But then let us not fool ourselves. Public relations practitioners should either dedicate themselves, if they claim the stature of a profession, or resign themselves, and ourselves, to press agency and drum beating, perhaps serving as accompaniment for the march to statism and the end of free enterprise.



## NEWS IN VIEW



A. PHILEAS COTÉ, Canadian member of PRSA, has an outstanding record of activity in public relations. Parliament member in Canada's House of Commons, he is called the father of legislation making "O Canada" the country's national anthem and changing "Dominion Day" to "Canada Day." He has served in following capacities: French Director Liberal Federation, National Film Board, Tourist Board, Wartime Prices and Trade Board. Author and journalist, he has been affiliated with three French newspapers.



JOHN W. HILL, president of Hill and Knowlton, Inc., New York public relations counsel, sparked a major public relations research project with the establishment, at Boston University School of Public Relations, of the John W. Hill Professorship of Economic Communications. First steps in the research project will involve study and evaluation of economic information programs now in effect at industrial plants throughout the country. Results will be made available to industry generally.



THIRTEEN MEMBERS OF PRSA'S BOARD OF DIRECTORS attended the two agenda-filled days of Board's meeting April 17-18 at The Wigwam, Litchfield Park, Arizona. This number included 5 from California, 1 from Honolulu, 1 from Seattle, 1 from New York and 5 from the central area. Forty members and guests were present at the meeting. Seated, L to R (\* indicates Board member): J. Handly Wright\*, PRSA president; Burns W. Lee\*, Dr. Rex F. Harlow\*, James P. Selva\*, Paul G. Weaver\*, Charles C. Greene\*, L. E. Judd\*, PRSA central vice president. Standing, L to R: Robert

L. Bliss, PRSA executive vice president; Harold F. Strong, Al Wainess, Paul K. Walp, Richard T. Nimmons\*, Rex W. D. Smith, John L. Mortimer\*, Dr. George Pettitt\*, Stewart Brown\*, A. G. Schermerhorn\*, Ed Lipscomb\*, Maxwell E. Benson\*. PRSA members not present when picture was taken: Samuel D. Fuson, Jesse Butcher, Louis B. Lundborg, Albert Motsch, Theodore R. Sills, Clem Whitaker and Leone Baxter. Wives and family members of many PRSA attendants enjoyed Wigwam hospitality.

(Homespun Variety)

**Public Relations Director, General Shoe Corporation, Nashville, Tennessee**

At the invitation of *The Public Relations Journal*, this, therefore, is a brief from Smalltown, U.S.A., for the type of employee journalism that isn't ashamed

The former usually represents the finest in typography, photo-engravings and make-up. Covers are among the best in

The JOURNAL has invited another guest writer to talk about the "roast pheasant" or magazine type of publication, next month. Want to send a bouquet or a brick-bat on this mooted subject? We'll be glad to quote you.

Instead of getting a case of vertigo trying to think of 17 plants at one time, somehow the central staff here has a simple little habit of thinking about Lewisburg, Tennessee, when a plan or problem needs applying to all these publications. A look at Lewisburg shows 500 men and women working in a town that has 3,500 people. To those 500 men and women, General Shoe is not a 13-story office building in uptown Nashville (our

The employee newspaper can be made to do an excellent community relations job. This front page of this special community edition of "The General" demonstrates one way for doing that. Observe the atmosphere of "mutual interests" running through all the copy and photos. Reader interest was maximum, both for plant employees and all the people of the community. Free copies were given to nearly everybody in the county.

As a result of the survey, \$250,000 in bonds have been voted for a new school building to be erected in the near future and a committee has been appointed by the state to find a suitable location.

**Street Road Improvements**  
The Road Committee, composed of Chairman E. L. McBride, Har-



To do an educational job among General Shoe employees, pages like these go in all editions of "The General." Otherwise, however, every page of every edition is entirely different. Seventeen of the company's

plants have entirely distinctive newspapers. These sample pages are selling the rewards and obligations of common stock ownership, and the company's security program.

actual headquarters). It is not a plant in far-off Lima, Peru, nor do they think of General Shoe as being the plants in two dozen other nearer-by towns. General Shoe to them is LEWISBURG GENERAL SHOE. They live there, make shoes there. "Management" in an every-day sense is a department manager or a plant superintendent. In a real sense, Lewisburg is their world. Well, then, why not give them a Lewisburg *General* all of their own — instead of a trans-American or a Pan-American *General*?

That sort of reasoning, and actual observing, is what brought us to the home-spun, home-town employee-paper type of publication.

In Lewisburg, 26 men and women got together and volunteered to be reporters from their various departments. They selected an editor-in-chief. Throughout the month they fill their copy-paper with notes about what's going on inside and outside the plant — in the lives and activities of those people. An office secretary types up their copy and it reaches *The General's* central staff in Nashville,

manned by Editor Elbert Walker and Associate Editors Gerald Holly (a crack photographer and cartoonist) and Ruth Cornelius.

These three won't like it, but we'll skip lightly over their period of travail which lasts from deadline date till publication date, and take a look at *The Lewisburg General*. What good has it done?

Let's get at that question. Do you believe that there are millions of men and women working behind machines who hunger for that simple little thing called recognition? We do, too, and we believe further that recognition includes taking simple notice of the simple every-day things people have done. In a single issue of *The General*, three hundred men or women may get, through the frequently condemned "personal column," the only recognition they may receive for a full month. What makes them tick is the same thing that makes Babbitt tick when the metropolitan newspaper says that Babbitt was selected to represent the Order of Beavers at its Big Tooth, Iowa, convention. And so when critics say

"ham" about our personal columns, we are prone to grin a bit indulgently and say that "ham and eggs" is still the top diet of plain American people.

Recognition. We think our folks can't be given enough of it. Here's a photo of the employee who has been chosen by his fellows as chairman of the Employee Advisory Committee. There is a standing box that lists the names of the entire committee membership. A monthly feature, "Five-Star General," honors some person for his years of good work. A group of overalled employees is being handed checks from \$10 to \$500 because they used their noodles and improved a manufacturing process. Here's a photo of a fellow who left his machine to give a pint of blood to the Red Cross. Another of a young man who received his first supervisory promotion.

From first to last, *The General* is heavily "employee interest." Traditionally, it has been a newspaper for the "first-line" employee himself, with management people getting a bare minimum of attention.

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discourage efforts in that direction. The Society's officers recognized that final action can come only by the membership after ample opportunity has been afforded for study and discussion. Meanwhile all members of the Society who received printed copies of the suggested code in the early spring are asked to re-read and re-evaluate the suggestions and to give the committee through the executive headquarters the benefit of their thoughts. Certainly no more important obligation faces us than a clear identification of our ethics, and the action of the Society Directors in approaching one step closer to this goal constitutes progress.

As the president of the Society and the presiding officer at its Board meetings I have more than once made the statement that I would feel that real progress had been made this year if the Society took even one important matter and followed through to a successful conclusion. To attempt too many things at once means that nothing will receive enough attention or push to be well done. The problem is to be realistic and sensible in the selection of those items which will comprise the Society's program for this year.

In this light also there is ground for optimism in reviewing the progress of the first quarter of this year. Aside from the material progress which the Society has made in such matters as budget control, gain in membership, establishment of new chapters, encouragement of seminars, and developments in the program for the next Annual Meeting, satisfactory and encouraging progress has been made in the direction of what one might call external or outward gains on behalf of the membership generally.

### The Code of Ethics

It has been said in many quarters that a job of public relations for public relations is one of the most important contributions the Society can make. Of course such a program is not accomplished by merely naming the problem. Its ultimate solution is a combination of many factors including, for example, the creation of an ethical code itself. Just as any practitioner in the field of public relations would advise a client or principal that the first ingredient in public relations is to be right and act right so must the first ingredient of our program be a high standard of ethical conduct.

Beyond that, however, is the necessity for giving the public a clearer picture and clearer comprehension of public relations and this involves all the known techniques including printed literature, motion pictures, etc. In this important field the Directors have authorized the establishment of a committee to study the problem and recommend a realistic program for Board consideration. Again it is unlikely that more than a substantial start can be made on this problem this year. It is unrealistic to assume that a problem which is as old as the profession itself will be solved merely by recognizing it; but the important and encouraging point is that it is recognized as a problem and a start has been made toward analyzing it and ultimately solving it.

### Education and Research

In the field of education and research some of the most basic contributions to a better understanding and growth of public relations are a long way toward accomplishment. Five major projects are occupying the attention of the Education and Research Committee, and substantial progress has been made on all five. These projects are:

1. A study of social science research, results of which will be revealed from time to time in the columns of this *Journal*.
2. Work with the graduate schools of business administration in providing public relations information for their study courses.
3. A bibliography of papers, books and special studies on matters of fundamental influence in public relations.
4. A pilot plant operation now being conducted in the San Joaquin Valley in California in rural-urban communications to test the focusing of public opinion from the grass-roots to the national level.
5. A case history study of 50 or more significant public relations achievements.

In some respects this last project is the most ambitious yet undertaken by the Public Relations Society. The preparation of the committee questionnaire in this field has required scores of hours of joint meetings and communications, and the completed document numbers 25 pages. It has been evaluated and studied by disinterested, independent researchers

and has been pronounced complete and authoritative. The magnitude of the job requires a slow start and the procedure will be tested first in a small segment of industry before the effort is broadened into a wider field. If successful in the test area, the activity will be enlarged to its full scope in an effort to gather and analyze information in time for presentation to the Board of Directors at its fall meeting. Members who may be asked to participate in furnishing information in the questionnaire are earnestly requested to lend their full cooperation. Final report on this activity may be the most illuminating study ever made of modern-day public relations.

In another field, bearing upon a broader understanding of public relations, the Society has authorized a review of its entire method of making awards for public relations achievements. The particular responsibility of this committee is to determine, if possible, a set of standards which must be met in all nominations for the award and which can be thoroughly understood by the membership. The growing size and advancing maturity of the Society calls for a re-evaluation of the processes by which awards may be made and understood in the future and the result of this study is expected to be announced before the next meeting of the membership in December.

### Growth and Development

The continued growth and development of the Society is evident on a number of fronts from an examination of the first quarter operations. New members who became affiliated with the Society during the first three months total 92. Society membership, making a conservative allowance for a few who are delinquent, totals approximately 800 members. The Membership Committee has set its goal at 900 members by the end of 1950, and at the present rate of applications this would appear to be a most conservative goal.

Two new chapters have been formed since the first of the year and two others have held preliminary meetings looking toward the establishment of chapters and the receipt of a charter. New chapters authorized by the Board include one in St. Louis and a North Texas Chapter located in Dallas. Meetings have been held in Columbus, Ohio and Houston, Texas and the early establishment of chapters in those two communities is



anticipated. Active chapters now total ten and before the year is out there appears to be a strong possibility of this number increasing to twelve or more.

The encouragement which the Society has lent to local seminars has stimulated interest all over the country. Since January large and successful seminars have been held with Society sponsorship and participation in San Francisco, Seattle, and Los Angeles, with another scheduled in New Orleans on May 18 and St. Louis on October 18.

Although the Annual Meeting of the Society is not scheduled until the first week in December, plans for that meeting already are in an advanced stage of development. One important addition to the program last year will be the advance dissemination of committee reports to the membership prior to the meeting and more time for membership discussion earlier in the meeting.

While the over-all picture in the development of the Public Relations Society was optimistic on the whole, the discussions at the Board meeting clearly revealed other areas where improvement is to be expected. One such area is the *Journal* of the Society. While the Editorial Board has made a careful analysis of *Journal* requirements and has suggested procedures which will lend improvement, it is still obvious that more membership participation through the submission of articles is a strongly felt need. Conservative financing which has been followed throughout the Society's growth and development does not make available any sums for greater staffing of the *Journal* or for full-time editing. However, if advertisers are to be attracted the editorial content must be improved. Eventually the advertising revenue will more than carry the publication but the question of the moment is somewhat

similar to the chicken-and-egg controversy. Meanwhile the *Journal* staff will increase its efforts for broader membership participation in the editorial development of the *Journal*.

While I have attempted in this report to make a frank appraisal of the Society as I see it after three months of this year, I could not complete this report without one acknowledgment. To be closely associated with the people who comprise the Board of Directors of this Society and those who staff its committees, is to be impressed and encouraged with the caliber of the people who are unselfishly devoting so much time and effort to the advancement of the profession of which we are all a part. The collective brains employed on the problems with which the Society is dealing are beyond the ability of any one company to command. With our fate in their hands we have sound reasons for optimism.

## WELCOME TO NEW MEMBERS

The Executive Committee of the Public Relations Society of America, Inc., meeting in official session, unanimously elected to membership in the Society the following individuals:

### ACTIVE MEMBERSHIP

DREW, WARREN MAXWELL, Public Relations Representative,  
Gulf Oil Corporation, Pittsburgh

HERRICK, ROBERT F., Director Public Relations,  
Lehigh University, Bethlehem, Pennsylvania

JAFFE, (MRS.) LEE KREISELMAN, Director Public Relations,  
The Port of New York Authority, New York City

LOWREY, ALAN J., Assistant to President,  
Union Oil Company of California, San Francisco

MAGINNISS, HOWARD P., Manager, Public Relations Department,  
National Bank of Tulsa, Tulsa, Oklahoma

SARGENT, ARTHUR M., Secretary, The California Society of  
Certified Public Accountants, San Francisco

ST. PETER, JOHN, In Charge of Press Relations and News Bureau,  
Aluminum Company of America, Pittsburgh

VONDERHAAR, EDWARD P., Assistant to President for Public  
Relations, Xavier University, Cincinnati

WELLS, BRIANT H., JR., Vice President,  
Title Insurance and Trust Company, Los Angeles

WELPTON, PIERCE M., Vice President, Industrial Relations and  
Public Relations, The American Thread Company, New York City

### ASSOCIATE MEMBERSHIP

BAKER, KEITH, Public Relations Manager,  
Chance Vought Aircraft, Dallas

SIMON, RAYMOND, Instructor in Public Relations,  
Utica College of Syracuse University, Utica, New York

STAPLES, WILLIAM D., Director of Public Relations,  
West Virginia Pulp and Paper Company, New York City

# BRIEFS

Mr. Russell E. Bellezza, President of Locke, Inc., Baltimore, believes that employees must be kept well-informed whether the news is good or bad.

The opening lines of a recent letter written by Locke management to its employees illustrates how this is done:

"You have undoubtedly noticed in recent weeks that our manufacturing losses have increased. I think it is fair that you know that the increase is due to a large extent to factors beyond your control . . ."

The letter was designed to explain that what was then a very serious problem had been pretty well ironed out, and to make it understood that no fault lay with the employees.

How Locke uses this same forthright approach to community relations is described in some detail in the April, 1950, issue of *Trends*.

## — BRIEFS —

"The thing that troubles us most is that few people understand our business — Public Relations.

"Those who do not profess to understand Public Relations need not be baffled. There is no black magic, voodoo or mystery connected with it.

"It is a fairly simple thing. Perhaps it can be said this way: *Doing good and telling others about it.*

"Public relations is as much a part of a capitalistic system as propaganda is a part of communism. There are no Public Relations counselors in Moscow.

"Everybody in our country lives in a glass house. There are few, if any, secrets in business, government, or finance. You can't fool the public long whether you are a banker, farmer, educator, politician, or merchant.

"If you are a fourflusher, there's no amount of public relations that can do you any good." — from a booklet issued by George Kirksey and Associates, Houston, Tex.

## — BRIEFS —

Among the documents sealed in the Dedication Stone when the Mutual Life Insurance Company of New York opened its new office building last month, was a statement by Herbert Hoover. Mr. Hoover, the nation's only living ex-President, put into sixty-four simple words his hopes for his country's future. His statement said:

"My hope is: 1. Peace. 2. That Americans will not continue to permit this mixture of elements of Socialism and Fascism to adulterate our American system of a free people. 3. That through 1 and 2 and continued scientific discovery, elimination of wastes in government and private enterprise, we shall steadily increase the productivity of the American people and thus their standards of living and their comforts."

## — BRIEFS —

Increasing the body of knowledge in the field of Public Relations is one of the major objectives of Boston University's School of Public Relations. A major step toward this objective was taken last month when the John W. Hill Chair in Economic Communications was established at the School.

Daniel L. Marsh, president of the University, outlined the specific objectives of the Chair as follows: 1. To discover through research the relative effectiveness of pro-

grams, media and methods to communicate economic information; 2. To determine those principles which offer the best basis for programs for economic communications; 3. To establish an information center on this subject available to labor, management, educational institutions, social and civic organizations, and the public at large; 4. To equip students planning to engage in industry, business, labor, government or education, with a knowledge of tested principles and methods of communicating economic information.

Mr. Hill, in whose name the professorship was established, is president of Hill and Knowlton, Inc., New York public relations consultants. Dr. William W. Ferrier has been appointed to the newly created chair. He received his doctorate from Columbia University, New York, where he specialized in economic communication. He announced that one of the immediate steps of the project will be the research and evaluation of economic information programs now being undertaken by industrial organizations throughout the country.

## — BRIEFS —

British management is focusing its attention upon the need for better supervision. The April 1950 issue of the *Journal of the Institution of Work's Managers* carries an extensive article on "Foremanship." It is elementary. Only now, apparently, has British management faced up to the need for better supervision if higher productivity is to be achieved.

The author says in part: "The foreman is a key man in the executive line. He is the man who is the day-to-day, hour-by-hour contact with the workman. On his outlook and methods depend, more than any other factor, the outlook and will-to-work of the men. Welfare schemes, canteen improvements and so on, while playing a part, will never replace the real understanding, recognition of the individual, which is obtained by the day-to-day contact on the part of the foreman."

## — BRIEFS —

The Hawthorne Experiment emphasized that the greatest improvement in production could best be effected through training the company's (Weston Electric Company) one thousand supervisors in the exertion of more effective influence over employees. Other, more recent, studies are throwing new light on the whole problem of employee morale and its relation to productivity and the significance of supervision. Notable among these studies are those of the Survey Research Center at the University of Michigan.

## — BRIEFS —

It could be termed a new form of public relations when General Foods appeals to the "institutional" market by premium promotion as a key part of mass sales. *Sales Management* (March 15 issue) defines very clearly the term "Institutional Market"; shows how General Foods exhibits and offers prizes and coupons at every possible convention and gathering. "Finally," says *Sales Management*, "sound promotion is necessary . . . on a continuing basis." In their current program, members of the General Foods institution department believe they are on the right track.

## BRIEFS — Continued

### — BRIEFS —

"If we stay on the defensive, and depend on abstract appeal to stem the tide, we will hasten the welfare state," declared Walter H. Wheeler, Jr., president of Pitney-Bowes, Inc., Stamford, Connecticut, in a speech before the American Management Association in New York last month. "If, on the other hand, we boldly assert our leadership," he declared, "and identify ourselves with the worthwhile aspirations of the majority of the people, we can preserve the free society and make it better than ever before."

Mr. Wheeler pointed out that leaders always must, to a certain extent be followers, for what are leaders if not the fortunate few who can articulate and anticipate what the followers want? He believes that business "leadership" has been trailing the people it once led while still pretending to wear a mantle of leadership. Mr. Wheeler is convinced that unless business and industrial heads resume real leadership we shall not avoid socialism in this country.

### — BRIEFS —

A fairly large sized fleet of planes was being operated by American corporations at the end of the last year. Some 8,000 planes were being used exclusively for business purposes to the tune of about 1½ million miles per year. Companies appraise their value chiefly from their time-saving feature, 64 per cent; freedom from time-table restrictions and access to out-of-the-way places influenced another 30 per cent; others emphasized prestige, saving in time and money, and instant availability. Eighty different types of businesses operate their own planes. — *Dun's Review*, February.

### — BRIEFS —

Company sponsored evening training courses are popular among SKF Industries employees. Of their 3,000 employees one of every ten is taking courses; 70 per cent are factory workers; preferred subjects are those designed to help on specific jobs, such as quality control, production planning, slide rule and blue print reading, and shop mathematics. — *Commerce*, February.

### — BRIEFS —

The March 1950 issue of *Steelways* carries an interesting article titled "Equal Misery for All." Written by Alfred Edwards, a British MP who rose from an unskilled laborer to owner of a British iron foundry, it details his experience as a Socialist. "Politically," he said, "I had never been anything else. I still want to win for the workers all those things that I thought as a Socialist would be economically possible."

Mr. Edwards' experience led him to the conclusion that "the whole theory of Socialism has proved to be completely unreal . . . I am now satisfied that all I want for the working people can only be won and maintained under a system of private ownership of industry."

In discussing Britain's situation the author points out that the British labor party is composed almost entirely of the trade unions; that only the communist element in the union movement is really active; that this element amounts to only two per cent of the total membership but that there is always 100 per cent of that 2 per cent present at the meetings. It is this articulate, forceful minority, Mr. Edwards maintains, that determine the course of events. The working people in Britain have lost their power by default to unscrupulous minorities.

### — BRIEFS —

A guide for municipal government in their relationships with their "publics" has just been released by the Bureau of Public Administration at the University of Mississippi under the title "Public Relations for Municipalities."

Authored by Marvin M. Black, PRSA member and director of public relations at Ole Miss., the guide is a survey of municipal needs for public relations with suggestions as to how to carry out public relations policies in city administration.

"A successful public relations program," writes Mr. Black, "not only secures favorable public attitude toward the municipality, but also fosters among public officials an attitude of respect and good will toward the public." Suggesting that the function of a well-planned public relations program should "strike a happy balance between the city government and the publicity employed to describe them," the guide asserts "a public-be-damned attitude cannot expect to gain and hold public support."

### — BRIEFS —

"Clippings of Note, Number 26," recently issued by the Foundation for Economic Education, Irvington-on-Hudson, New York, is an excellent example of how economic information may be presented dramatically and effectively. It is based on an AP news release featuring Ted Williams' record baseball pay of \$125,000, said to be the highest salary contract in baseball history. In graphic form, comparison is drawn between the earnings of Ted Williams and Babe Ruth. Shown are the 1931 Ruth salary of 80,000 dollars compared to the 1950 Williams' salary of 125,000 dollars. The two are then compared on a "Take-Home Pay" basis, after-federal-income-tax wherein it is revealed that Ted Williams' take-home pay is about 6,500 dollars less, in 1950, than Ruth's 1931 take-home pay. Williams' earnings shrink still more when inflation effects are measured. In the final chart Williams' real take-home pay is shown to be only 57 per cent, or a little over half, of Ruth's 1931 earnings. Copies are available from the Foundation on request.

### — BRIEFS —

The editor of *The Sheaf*, employee publication of Canadian Brewery Limited, says what we often thought in his March 1950 editorial.

"There's nothing," he writes, "that gripes us more than the gushing glad-hander who rains all over us when he first meets us. You don't have to be a super-intellectual to know that a person couldn't possibly be THAT glad to see you the first time he meets you." He further comments on other evidences of insincerity such as extravagant promises that can't possibly be kept, arranging appointments that won't be remembered two minutes after they are made, and playing up to someone because they might be of some use.

"Your reputation," the editor writes, "for keeping your promises is a gauge of your character. It has been proven that sincerity survives when bluffing doesn't."

### — BRIEFS —

"How many weeks did you work last year? How much did you earn?" — Your Census Enumerator.



al students are trained in a school-store program for positions in the distributive field — retail stores, wholesale and merchandising organizations. Federal funds coupled with state funds make possible part of this practical training of young people who will be the future salesmen of consumer merchandise. As an extension of high school distributive education, adult classes are planned for on-the-job training of retail sales personnel. Almost all cities of any size have a Federally aided distributive education program or similar practical courses in merchandising, selling and retailing. Distributive education is a smaller field than home economics or social studies but a very important one to business.

4. In *business education* young people are given a thorough grounding in the everyday routines of the business office. Modern business education includes most of the subject matter of the old commercial course — bookkeeping, type-writing, forms, the understanding of business machines and practices. In addition, students learn about business law, taxation, the operation problems of big and little organizations, and are given an over-all social and economic story of domestic and foreign trade paralleling the first year course in social studies. Figures indicate about three million students in this group.

5. In *safety education* an increasing number of young people are studying everyday hazards on the farm, in the home, on the highways. Especial emphasis is placed on traffic safety because of the very high incidence of accidents among teen-age drivers. Supporting the safety education program in our high schools, we have behind-the-wheel instruction classes which are gaining in popularity in every state. These classes give the student actual training in the operation of the motor car and are directly concerned with traffic hazards, education of the driver, development of skills in driving and development of proper attitudes on the part of the driver. Within five years it is estimated that every high school student across the country may have behind-the-wheel driving instruction.

6. In *general science* which is frequently a required course at the ninth-grade level and so reaches all high school students, science is approached through everyday problems. The general science student learns about electricity in rela-

tion to electrical appliances in the home. He studies food in relation to the needs of his own body. He learns about water supplies, weather, the operation of simple machinery, all in terms of his everyday life.

### Club Groups Eager for Same Educational Materials

In Extension club groups, where rural and small-town women voluntarily study under the guidance of home demonstration agents — Federal and State employees — club programs practically parallel high school home economics programs. A small group of home demonstration agents, only about 3,000 but in almost every county of every state, work

objectives. Your organization should seriously consider the need for a school program if you:

1. Directly produce consumer goods and services.
2. Manufacture a product which is important in the production of other consumer products.
3. Are interested in getting across an idea of correcting a general public misunderstanding of an idea — such as discriminatory laws which limit trade, the significance of private enterprise, the problems of labor and management.
4. Are anxious to explain or justify prices and costs on the score of quality.



High school students use visual aids in discussing banking services.

directly with millions of rural girls and women. The influence of Extension leaders is tremendous, and the tangible proof of their teaching can be seen in better homes and better family living throughout our agricultural areas. Teaching aids, well organized for school use, are welcomed by these club leaders and members.

### Will an Educational Program Serve Your Organization?

All business companies and associations have a stake in improved public education, but educational programs geared to teaching objectives have proved especially important to groups with certain types of products or certain

5. Face new competition in a field that has been largely exclusive.
6. Wish to cement wholesaler or retailer relationships through stepped-up consumer education.

### The Teacher Is Your Customer

When it comes to teaching aids, the teacher is your customer. A school program should be tailored to suit her just as a consumer product is carefully developed to stimulate demand. Educational materials cannot be organized to please the board of directors or flatter the president. School curricula set up teaching patterns which are not going to be changed to suit any business group. Teaching aids sponsored by business



must fit those curricula both in subject matter and in timing or they may find their way to the wastebasket.

Your company may be vitally interested in paints and varnishes. The schools are equally interested in home decorating, but only in certain home economics courses can teachers logically discuss how to choose and use paints. Two weeks in an entire year may be all the time that will be devoted to the subject. If you want your teaching aids to slip into this ready-made spot, don't overload the teacher with more than she can possibly use. Learn how she teaches and develop your materials to take a load off her shoulders. In other words think from the teacher-customer's point of view rather than your own, and find out how to tell your story as she wants to hear it. Today with classes larger than ever before, schools need alert, well-organized teaching aids more than ever before. Here is a challenge and a chance for many business groups.

### Visual Aids in Demand

Teachers are especially interested in visual teaching aids, because picture stories speed comprehension and improve retention of knowledge. From a war-time experience in education, the United States Navy concludes that with good visual aids, students learn up to 35% more and retain up to 55% longer. Movies and slidefilms head the list of effective visual teaching aids. But running a close second come pictorial wall charts, well-illustrated manuals and project books which limit copy and emphasize illustrations. Semi-cartoon charts and illustrations are popular and have a universal appeal to young people and adults — but the semi-cartoon with its realistic touch should not be confused with the comic strip which many teachers object to.

### What About the Educational Film?

Many companies are receptive to the idea of an educational film, but all too frequently thousands of public relations dollars are spent on films designed hopelessly for use by schools, women's clubs, church organizations, fraternal groups and the general movie-going public. No one film can be all things to all men. It cannot do a first-rate job with every age group from six to sixty. A good teaching film should be planned as a teaching film to put across a few important ideas.

Many information films, which extoll a branded product and show in detail how a product is manufactured or tell the story of a company and its founding fathers, please the firms who sponsor them better than the teachers who try to use them. Teachers complain that quite a lot of films are too long. They prefer fifteen or twenty-minute showings to half an hour or more. The shorter film leaves time in the average class or club period for discussion which is necessary to drive home salient points. Many educators frankly prefer slidefilms to movies. The slidefilm can be shown even by students to small intimate groups, and it can be repeated for emphasis on important information. A full examination of the educational film calls for exhaustive discussion. Suffice to say here that public relations money can be unwisely spent on teaching films which are not organized realistically to meet teacher requirements and not correlated with study programs and existing texts. So great is the school need for teaching films that even bad films will be shown, and sponsors, who are frequently led astray by flattering figures on showings and audiences, may never know the real quality of their film. There are of course, good teaching films, but nothing like enough, because we still do not know all the answers.

### Gaps to be Filled

A wealth of teaching aids is now available for the home economics teacher. In fact there is some danger of a flood in this area. But in social studies and business education where a very sturdy job on American business and our free enterprise system can be done, there are all too few educational materials from the people best qualified to talk about American business. The average board of directors can see promoting cheese in the home economics laboratory where cheese will be used in food preparation. They find it more difficult to understand the blend of history, economics and current problems which makes up the social studies or business education program. Yet in social studies lies a great opportunity for many companies who have a great story to tell of product development, consumer service, scientific research, the growth of industry, labor and management problems, job opportunities, international relationships.

Special materials for Extension workers reaching rural girls and women, or

teaching aids for distributive education classes have not yet been given proper attention by many business firms who would profit by reaching these areas of study. The gaps to be filled are many as any alert group of educators will testify.

### Let the Teachers Help

Whatever type of educational program you are planning, you need some directives straight from the educator. The program planner and the copywriter cannot look at a wall and dream up a teaching program. Education at high school, college and adult levels is changing rapidly. Information and suggestions from the front-line educator as well as from state and national administrators are essential. More of the people who prepare teaching aids should get inside schools to see what goes on. And more teaching aids should be subjected to the sharp but effective criticism of people who will use those teaching aids. Educator opinion can be surveyed both before and after a program is launched. Teachers and club leaders are very articulate. They are open-minded about business-sponsored materials. They are eager to help if you will ask for advice and take that advice.

### Distribution

Getting teaching aids into the hands of the teacher or club leader and making sure of acceptance and use of the material is an essential part of a successful educational program. This is the job for a specialist who knows how to stimulate educator interest.

### Continuity

A major point in any good educational program is continuity. The only educational program worth even an initial investment is one which projects itself over a period of years with new materials or new study units added from time to time, so that teachers and club leaders come to depend on the program sponsor and look to that sponsor as the source of information properly arranged for active use. This kind of educational program pays its way, not in immediate sales, but in better customer relations and better understanding over many years. Educational public relations looks to the future and merits the attention of every alert business group building for the future and interested in the customers of tomorrow.

simultaneously; some speak of a primary grade school teacher who is so good that she'll conduct every class in her city, simultaneously; some speak of making all elementary instruction visual; they speak of many things.

One thing I know is this: Were I a teacher, I would give deep thought to television. In the light of what it has already revealed, I would know, for sure, that sooner or later it was bound to affect greatly the profession of teaching. A recent survey reveals that high school students spend more time watching television than in the classroom.

## Entertainment

Picking targets at random, here are some more impacts. Television has already brought about a revival of vaudeville, giving new life to comedy jugglers, tumblers, animal acts and what-not. It has also brought prosperity to puppeteers. In fact, one of television's top programs is "Kukla, Fran and Ollie," which is a puppet show having a larger audience among adults than among kids. Roller skating has prospered because of television.

We've witnessed the phenomenon of Milton Berle, a comic who has been kicking around show business for a quarter of a century with a big night club reputation, but a flop in motion pictures and radio. In television, he's the No. 1 comic with a following that transcends anything known to broadcasting. He's brash almost to the point of being offensive, frankly imitative, astoundingly versatile at a mediocre level, and has evolved a formula which borrows from vaudeville and the night club circuit in equal proportion. Its essence is simply this: No matter who does what, Berle helps him do it. Whether it's a dance act or a juggler or a team of acrobats or a drama, Milton Berle gets into the act and does it surprisingly well.

He can dance or sing or juggle or tumble or emote or do card tricks — all well enough so that while he never rises above mediocrity, his scope is amazing. And from a limitless memory which has stored up every gag, every retort, every quip, every wise-crack in show business, he always manages to draw forth the perfectly timed line to send the customers into convulsions with only a handful aware of the fact that the convulsive quip was begged, borrowed or stolen without credit to the owner.

The brash Berle and the obvious Ed Wynn, both supreme extroverts, are made for television. But, apparently, television is not for Bea Lillie, one of the truly great comedienesses of our times. Her forte is subtlety. Her humor comes in pastel shades, which, excruciatingly funny in a theater, seems to fall flat on the television screen. If there's a moral there, I'm sure I don't recognize it.

Television has brought kids off the streets and into the home. It keeps the old man home nights. It functions, therefore, to strengthen the family tie. Most television homes testify readily to these results.

As I hinted at before, television is the poor man's night club and theater and concert hall and university. In time, it will diffuse knowledge and culture throughout our nation on a scale hitherto unknown.

Right now, there are just about 100 stations on the air, in some 58 communities, representing about 60 per cent of the population. Only about 10 more stations are presently authorized and they'll be on the air within a few months. After that, comes a long wait before further expansion. The reason is that fifteen months ago, the Federal Communications Commission declared a "freeze" on further allocations. All those on the air at that time could stay on, and those holding authorizations could complete construction and take the air; the total in both categories is about 110. Everything else, including some 350 applications and probably another thousand getting ready to apply, were frozen and have been in suspension ever since.

At first, it was thought the freeze would last only a few months. Then it lengthened to six months — then a year — now it's 19 months. The current outlook is that the freeze cannot possibly end in 1950, which means early 1951 for additional authorizations, which in turn means '52 or '53 before additional stations can get on the air.

## Reason for the Freeze

The reason for the freeze is that the Commission found it had put too many stations on each frequency, too closely together. The result was that they were bouncing their signals in each other's backyards. Had they gone ahead, the results would have been chaotic, with nobody being able to get any clear recep-

tion anywhere. Wisely, the Commission called time, to re-study the situation and to re-calculate the allocations. Subsequently, the demand for television frequencies far exceeded expectations, so now the Commission is trying to feed the multitude on a few loaves and fishes. Because there's no performer of miracles in sight, the loaves and fishes have been frozen.

## Frequencies

Television uses a band of frequencies known as the Very High Band. That's the band which is now so over-crowded. The Commission is hoping to find additional frequencies in another band known as the Ultra High. Before I go any further, let me explain this business of frequencies.

The frequency of a radio wave means the number of oscillations per second. All radio waves oscillate constantly from the time they're born, but variations are enormous in the rapidity of these oscillations. Radio waves are identified by their frequencies.

WWJ uses a frequency of 950 KC, meaning that each wave put out by the WWJ transmitter oscillates 950,000 times per second. That's why you tune in WWJ at 950 on your radio dial. This frequency is in what is known as the Medium Frequency Band in the U. S. ranging roughly from 500 to 1500 KC, which is why most radio dials start at 500 and run to 1500, covering the American portion of the Medium Frequency Band.

On WWJ-TV, which is the Very High Band, we use a frequency of 66 MC which means that every wave put out by the WWJ-TV transmitter will oscillate 66,000,000 times per second.

Then, there is the Ultra High Band, the one where the Commission is trying to find additional room for television. In Ultra High, the oscillations are astronomical, reaching the fantastic total of 890,000,000 times per second.

All right, you say — so what? What difference does all that make? Why not television in the Ultra High, as well as, or instead of, the Very High Band, where it is now.

The trouble is this. As radio frequencies approach the frequency of light, they tend to take on the characteristics of light. And light travels in straight lines. It won't bend with the contour or around obstacles. That's why, on a bright

(Please Turn to Page 28)

## PRSA ESTABLISHES NORTH TEXAS CHAPTER

*Dallas Group's Petition Approved at Phoenix Board Meeting*

REFLECTING THE INCREASED DEVELOPMENT of interest in Public Relations Society matters in the southwest area, the petition of the required group of ten active PRSA members resident in Dallas was presented to the Spring Board Meeting April 17 by John L. Mortimer, acting as chairman of the North Texas organizing committee.

Following favorable action, chapter officers were chosen as follows: President — John L. Mortimer, Director of Public Relations, Southwest District, U. S. Steel Corporation; Vice President — J. B. Shores, Director Public and Employee Relations, Texas and Pacific Railway; Secretary — Paul Cain, District Representative, Oil Industry Information Committee. James M. Floyd, Public Relations Director, Lone Star Gas Company, was appointed chairman of the chapter By-Laws Committee.

Members of the new chapter, in addition to the above, include: Ayres Compton, President, Ayres Compton Associates; John P. Morgan, Tax Commissioner, Sun Oil Company; Ted B. Ferguson, Vice President in Charge of Sales and Advertising, Texas Power & Light Company; T. H. Maloy, Texas Manager, Braun and Company; Charles E. Simons, Vice President-General Manager, Texas Mid-Continent Oil & Gas Association; John W. Wagner, Director Public Relations, Texas Mid-Continent Oil & Gas Association; Marihelen McDuff, Public Relations Director, Neiman-Marcus; Marshall S. Cloyd, Vice President and Director of Advertising, First National Bank in Dallas; and Keith Baker, Public Relations Manager, Chance Vought Aircraft.

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### THE NUDE ON THE STEAM SHOVEL — Continued

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jured passengers and what was being done about it all. It was a shock, because elsewhere I had battled many a railroad from one end of the system to the other to break through the cover-up.

There was a time when the airlines thought it was cute to make it tough for news-gatherers. They have now found it is in the public interest to clear up the facts promptly. From time to time *The News* has had differences in policy with the Pacific Gas & Electric Company, but never have we called upon them for a set of facts — even though we might be going to use the information to try and trip them up — that we haven't learned all we wanted to know. I could cite other examples.

So let's call the man private industry may need a "public relations counsellor" — PRC. In the armed forces, he is called the PRO — public relations officer. So much for the name, even if it does sound a bit stuffy.

What should be his status? That of a sort of office boy or junior executive, ingratiatingly fearful of his job? Or an executive of importance with influence and a hand in top management?

Obviously the latter. Creation of such a position in top concerns which are sources of news of interest to the public, is a challenge in itself. Where at all financially possible, such a person should owe fealty to one firm only. Sometimes several concerns in the same business will engage one person to do a common job, and occasionally he becomes known as an "Institute," and under that banner does many things from handing out per-

sonal puffs to lobbying at Sacramento or Washington. That practice is acceptable as long as there is no deception as to who he is and what he does, and why.

For those firms unable to employ such a person, there are available consultants in public relations, some of them very good. The best and most reliable require certain conditions to be met. For example, when a large corporation's public relations had sunk to an all-time low, it commissioned the late Ivy Lee, one of the best of the early press agents and public relations counsellors, to get it back into public esteem. Mr. Lee looked over the situation, and demanded that certain changes be made so he could have something to sell. The corporation cleaned up. I am reasonably sure that when the medical profession retained Clem Whitaker to direct its fight against socialized medicine, he demanded and got assurances that doctors would start expanding their work into fields which state medicine is designed to reach.

The public relations counsellor should be a person who can sell his employers on ways and means. If he is to be the contact man for the press and other media, then he must be able to give out all the news required; to open doors to higher authority when asked to do so. He must not be expected to keep bad news out of the press, nor do cover-up jobs for personally indiscreet members of management. He must have access to all phases of the business so he will know where to lay his hands on necessary information. That is what the press will expect of him.

And the press will challenge industry to encourage public relations counsellors to adjust their press attitudes and actions to policies approximating these:

They will serve no causes requiring misrepresentations; they will speak for no one except with candor and frankness; they will guard their press reputation more jealously than their most valued clients or employers; they will inform themselves in detail of the editorial standards, policies and requirements of at least the major news outlets with which they deal; they will spare no effort to make accurate reports and to verify every detail of statement and offered in their clients' behalf; they will conduct their press dealings with all the art of *human* relations at their command; they will make clear distinctions between what is news and what should be published as paid advertising, and will make no improper demands which involve placing or withholding paid advertising; they will accept for themselves and prevail upon their clients to accept the principle of all news upon demand, both good and bad; and will assist the press to satisfy every proper demand for access to higher authority.

Public opinion is not always measurable, but neither is it as intangible as is generally supposed. It is explosive, and it is fickle. It cannot be carelessly handled nor treated with indifference. Very definitely, public relations is a job for people who know how to avoid becoming stuffed shirts and who keep the common touch. It is a job for the expert and not for the dilettante.



ion can be restored to health — by transfusions of truth, the full truth, and nothing but the truth. And it needs these transfusions.

That is the answer to the question, "Why Public Relations?"

Insofar as business and industry are concerned, there is no quick cure, no magic cure-all, for the present unhealthy state of their public relations as evidenced by public opinion polls. But there are remedies.

## Two Basic Functions

The competent public relations counsel for business and industry performs two basic functions:

- 1) He represents the public interest at the round table of top management where basic business policies are made.

- 2) He helps management obtain due recognition of performance that benefits the public.

He works on the principle that if management does the right thing in the right way, its performance can earn the public's good opinion.

He knows that if management persists in doing the wrong thing, it will inevitably incur the public's bad opinion.

If only one company in a business or industry flaunts the public interest, it harms the whole business or industry of which it is a part.

The public relations man serves management best by representing the public with integrity, courage and competence.

To function successfully, it is not enough for him to have the ear of top management; he must be a full participant in top management.

He must be able to command attention, respect and confidence by his information, judgment and know-how. He must be a specialist in general information and current events. He must do a great deal of research. He must be expert in utilizing modern measurements of public opinion. He must know human nature.

As John L. McCaffrey, president of the International Harvester Company, said in addressing the annual conference of Business Public Relations Executives last year:

"... there is no limit to what you (public relations executives) ought to know, from history to semantics, from engineering to literature, and back through psychology, politics, accounting, economics, and sociol-

ogy... the history of industry and organized labor... the nature and formation of capital... (and) a lot more about your company than anyone else except the president and a few senior officers."

In the final analysis, the public forms its opinion of business — any business and all business — from what it knows about its performance. It judges business in much the same way it judges a baseball player, a prize fighter or an actor. Are you giving the public your best?

In fulfilling his dual duty to the public and the management, the public relations counsel is eager for the business he serves to turn in top performance.

He is acutely aware of his own obligation to contribute all he can to produce top performance.

He knows that there is only one formula for producing and maintaining good public relations. Here it is:

*P equals Performance.*

*R equals Recognition.*

*Performance times Recognition equals Public Relations.*

Given good performance, the competent public relations practitioner knows how to produce equivalent recognition.

But note that performance is the *first* factor in this public relations equation.

Every employee of any business who delivers first-class performance is increasing the value of this factor.

## INCENTIVE

"Incentive implies an attainable award. You might be able to dangle a carrot on a stick in front of a donkey to urge him onward, but human beings are not jackasses — at least not all of them and not all of the time. If the carrot is constantly out of reach, the reward soon loses its appeal."

—from "Incentives and Sanctions," by Don G. Mitchell, President, Sylvania Electric Products, Inc.

If the performance is poor, the public relations will be poor. You can't polish a rotten apple.

But it is possible for performance to be good, without being recognized as good. It often takes expert public relations techniques to insure recognition.

The higher its performance factor,

and the greater its recognition factor, the better will be any company's PR — that is, its public relations.

It used to be thought that all a business needed to succeed was satisfactory earnings. Today all enlightened business managements act on the principle that it is equally important to have satisfactory public relations.

Any business that is operating in the red in public relations had better get into the black as quickly as it can. For business — particularly every big business and every major industry — is constantly on trial in the court of public opinion.

## Public Opinion Makes Our Laws

In the final analysis, public opinion makes our laws, dictates the rules and regulations laid down by our bureaucracy, and writes the decisions of our courts, including the United States Supreme Court.

Public opinion now has business enmeshed in a net of laws that make it difficult for business to function productively and profitably.

It was not always that way. For nearly three centuries the business man was the dynamic leader in this country. He was the progressive. He built our commerce and industry, our towns and cities, our universities and hospitals. His stature grew, until we — here in Cleveland — had our own John D. Rockefeller.

Rockefeller was the greatest of business and industrial giants. He built an empire of oil and iron and coal and money with seeming disregard for the public interest. He did more than any other man to build the foundation for our gigantic industrial system — the system that is the armor, the shield and the sword of our national security.

Nevertheless he was tried and found wanting in the court of public opinion.

When Rockefeller finally realized how he stood with the people of America — and likewise with the peoples of many other lands in which the Rockefeller interests were operating — he employed the first great public relations counsellor to American business, Ivy Lee, to build him a new reputation.

With Lee's help, Rockefeller in his later life established a world-wide reputation for being a good Christian, a good neighbor, and the world's all-time greatest individual philanthropist. But

Rockefeller's service in the field of human welfare never wholly overcame his earlier impression on public opinion.

It was in part due to Rockefeller's record in business and industry — and similar records by many lesser captains of industry — that the Republican party under the leadership of Theodore Roosevelt, and later the Democratic party under Woodrow Wilson and Franklin D. Roosevelt, wrested the money power of America from Wall Street and took it to Washington.

Roosevelt and Wilson and Roosevelt were able to do this only because public opinion enabled them to do it.

It took nearly a half-century to bring about this transition; a half-century that included two world wars, the world's greatest depression, the rise and fall of Fascism and Nazism, the Russian revolution, the establishment of Communism in Russia and China and the Iron Curtain countries in eastern Europe, and the enthronement of State Socialism in Great Britain.

In many nations — where peoples fought and bled and died for freedom, the same as the American people — there today is no freedom as we regard freedom. There is no free economy, no freedom of enterprise; no freedom to work when you will, at what you will, wherever you will.

And, to face the facts, we in America do not have the same full measure of freedom we had only a few years ago.

We now have in part a planned economy.

### Vast Difference Between Planned and Free Economy

There is a vast difference between a planned economy and a free economy. The planned economy is a socialistic economy. Hitler and Mussolini had it; Stalin has it, and Atlee has it.

Do the American people want it? Public opinion surveys show that the great majority don't want a planned economy; they don't want state socialism.

The trouble is, while the great majority of the people are against state socialism as a whole, they have accepted it in part — a part here, and a part there.

They have come to accept partial political and bureaucratic control of prices, wages and profits. They accept partial political and bureaucratic control of transportation, communication and other businesses. They accept government in-

vasion of many fields of business and industry.

Our Federal government already is in more than 100 lines of business in a colossal way. It is the nation's largest banker, largest insurance concern, and largest landlord. It has more than 1,100,000 tenants, and is building places to rent to tens of thousands more. It is the nation's largest dealer in farm products. It spent for farm products in 1948 nearly two billion dollars, including \$50,000,000 for peanuts.

### ROAD TO DISASTER

"I understand that in the United States there are still those who think that the machinery of government can be used as a substitute for personal responsibility on the part of the governed. This idea, as we know, only too well in Britain, is the open road to disaster. It changes persons with responsibilities into robots with rights."

—Sir Ernest Benn, before American Institute of Electrical Engineers.

The government does not have to make a financial success of any business into which it ventures. That is, it does not have to make the business earn its own way to keep it going. It makes up its losses by increasing taxes.

That's one reason why the Federal income taxes, which you must pay, are so terribly high.

Part of the money you must pay in taxes will be used to make up the government's losses in its socialistic business and industrial ventures.

The fact is that the Federal government has been taxing the earnings of certain business and industrial enterprises, and using this money to subsidize its own unfair, unjust and ruinous competition with these self-same enterprises.

That is not the way to build a stronger and stronger national economy with production, wages and profits adequate to elevate the national standard of living, to support the national defense; and to maintain our leadership, prestige and power among the nations of the world.

The more people know about the economic facts of life, the more they know about the benefits that our free economy has brought to them, the more they

know about freedom of enterprise and the unequalled contribution of American business to the public interest — the more strongly they become opposed to encroaching socialism.

It is a healthful sign that many leaders in business and industry are openly fighting socialistic legislation, burdensome taxation, and waste of the taxpayers' money, and are demanding that the government institute efficiencies, economies, and a sound fiscal policy. All parties at interest in business and industry should unite with these leaders and support them intelligently and vigorously.

Whether business and industry can regain the full freedom of enterprise they once had — with its incentives to initiative, invention, competition and production — depends on the new business statesmanship which the public relations profession has been helping to develop.

This new business statesmanship could well become the most influential economic development of the 20th century. It could eventually free business and industry from destructive political and bureaucratic control. It could put business into a stronger position to serve all parties at interest — including the public interest — more abundantly than ever before.

### PR Program in Writing

But no statesmanship can succeed without a platform — a plan — a program. Therefore every sizable business and industry in America should have its own public relations program — in writing.

Management should put as much thought into the writing of its public relations program as it gives to contracts and securities, costs and earnings, wages and working conditions, sales campaigns and income tax returns.

No business can have truly successful public relations without a *written* public relations policy — a plan and program thoroughly understood and fully accepted by its management and its employees.

If your business — your own company — does not have a written public relations policy, why not write it yourself? It is one way in which you personally may make a substantial contribution to America's new business statesmanship, and to the preservation of the American way of life.

## UNIVERSITY OF SOUTHERN CALIFORNIA PRESENTS PUBLIC RELATIONS CONFERENCE

First Public Relations Conference, planned as an annual event, was presented April 20-21 at Hancock Auditorium, University of Southern California, by the University with the cooperation of the Public Relations Society of America, the Los Angeles Chamber of Commerce, and nine local business groups.

The 2-day event included panel discussions and workshop sessions with audience participation, and the attendants included 300 business leaders and public relations practitioners of the west coast area.

Among the featured speakers were 6 members of the PRSA Board of Directors who had attended the Spring Meeting at Phoenix, Arizona: James Selvage, Selvage and Lee, New York, "Government Relations"; William G. Werner, Manager, Division of

Public Relations, The Procter & Gamble Company, Cincinnati, "Good 'Employee Relations' Is Good 'Public Relations'"; Stewart Brown, Public Relations Director, Standard Oil of California, San Francisco, "Community Relations — A General Program"; L. E. Judd, Director of Public Relations, Goodyear Tire and Rubber Company, Akron, Ohio, "Basis and Background of Public Relations"; Milton Fairman, Director of Public Relations, The Borden Company, New York, "Customer and Consumer Relations"; and Ed Lipscomb, Director of Public Relations, The National Cotton Council, Memphis, Tennessee, "Setting Up A Public Relations Program." (Full details in June "Public Relations Journal.") **PICTURE** →

# LETTERS TO THE EDITOR

Letters to the Editor should be addressed:  
EDITOR, THE PUBLIC RELATIONS JOURNAL,  
711 BOYLSTON STREET, BOSTON, MASS.

## SEMANTICS

To the Editor:

Mr. Hoernlein's letter (March issue) to President J. Handy Wright is one indication of stimulation of interest in effective communication that PRSA's seminars seem to be developing. Congratulations!

What Mr. Hoernlein had to say about semantic labels should be read, studied and hammered into practice by every progressive Republican.

A. B. JAMES

New York City

To the Editor:

The *Journal* is to be congratulated for bringing Mr. Hoernlein's letter to our attention. His condemnation of the phrase *Welfare State* for what it is — a phony, hollow battle cry — is well detailed; yet the proposed substitute, the *Bureaucratic State*, is certainly no better. Sure, a bureaucrat is an unlovely object, but he's as much a part of the business scene in government, education, social service and any outfit large enough to use inter-office memos and sedentary help. One of the penalties of literacy, perhaps, is that some of the literates get to be office managers.

If the death rattle of inflexible classical economics is no more persuasive than some of the hysterical noises we've been hearing, we may have to resign ourselves to another Era of Good Feeling on the domestic front, where losing political factions may rest up and get a little sense during their hibernation.

HENRY H. URROWS

New Milford, Conn.

## MARKETING OUR SOCIAL PRODUCTS

To the Editor:

Compliments on the excellent editorial in the February, 1950, issue of the *Journal*,

"Marketing Our Social Products." You certainly have hit the nail squarely on the head as to the need and the urgency of the problem . . . Your entire publication is filled with high-level material and, in my opinion, you are doing one of the best jobs in the country of editing management information. More power to you!

J. M. TRICKETT  
Vice President

Golden Gate College  
School of Management  
San Francisco

To the Editor:

The February editorial, "Marketing Our Social Products," should be called to the attention of every business executive in America. It is direct and to-the-point . . . Are reprints available?

DR. RAYMOND W. MILLER  
President

Public Relations Research Corp.  
Washington, D. C.

*Reprints on the editorial above mentioned are not available. Permission to reprint is granted, however, upon request to the editor.*

## REAL MEAT AND MEANING

To the Editor:

"Human Relations — Key to a New Era" in the March issue of the *Journal* is, in itself, worth many times the cost of the annual membership fee in PRSA. There was more real meat and meaning in this presentation than in anything I have read in many a moon.

CHARLES W. HORN  
Los Angeles Examiner

## WORTHWHILE AND USEFUL

To the Editor:

Every issue of your *Journal* is exceedingly worthwhile. We particularly appreciated the excellent article, "Human Relations — Key to a New Era," by Howard Chase, in the March, 1950, issue . . . May we have permission to condense this article in the forthcoming issue of *Eagle Digest*?

ROBERT W. HANSEN  
Editor

The Eagle Publications  
Milwaukee

To the Editor:

I look for each issue of the *Journal* and could name any number of articles that have been extremely useful to me but I want to commend you particularly for publishing the recent article by James C. Worthy of Sears, Roebuck and Company.

WILLARD SWAIN

California and Hawaiian Sugar  
Refining Corporation, Ltd.  
Crockett, Calif.

To the Editor:

The *Journal* is doing a great job for our profession. All of us here in our agency read it and profit by it. Please send me advertising rates on back outside cover.

FRANK BLOCK

Saint Louis

## PROFESSIONAL STATUS

To the Editor:

I certainly agree with the editorial in the April *Journal*. If public relations is ever to achieve real professional status we shall need to draw into our ranks those who can substantially contribute to our knowledge from the fields of anthropology, sociology, psychology, and others of the social sciences. We need more men "whose best illumination comes from above." We must, as a professional organization, blaze new trails in the understanding of man as an individual. Not all those who can contribute the most to our progress are titled public relations persons.

EDMUND LUDLOWE

New Orleans





Representatives of organizations which sponsored the Public Relations Conference at the University of Southern California April 20-21 include (L to R): Robert L. Bliss, New York, executive vice president, Public Relations Society of America; John E.

Fields, director of development, University of Southern California; A. J. Gock, president, Los Angeles Chamber of Commerce, and L. E. Judd, Akron, Ohio, director of public relations, Goodyear Tire & Rubber Company, PRSA central vice president.

## EMPLOYEE NEWSPAPERS — Continued

In recent months *The General* has lifted a page from some of the better "magazine" publications to add some weight to its diet — and to do a few educational jobs that are needed throughout the company. One uniform page, going to all plants alike, recently told the story of hidden taxes and the rising cost of government. This whole story was told through many photos of actual employees and their families who are paying these hidden taxes. To interest employees in common-stock ownership, *The General* promoted, not an outright solicitation of stock purchasers, but instead told the story of common stocks, what they mean, what becomes of the money, what are dividends, etc. — through the experiences of typical company employees.

Another such "General for All" page recently told the illustrated story of "Paths of Opportunity" in General Shoe — routes to promotions from machines to management — as experienced by typical people taken from several plants.

But top management preachments have no place in *The General*. Chairman Maxey Jarman has a strong distaste for

editorial preaching to employees, and does not himself use *The General* at all for talking to employees. An entirely separate publication called "What's Going On," does the job of communications. He sternly sees to it that the two publications do not cross each other in serving these purposes. His own "Management Bulletin" is a weekly publication covering our 750 management people.

One of the real advantages of the plant type of employee newspaper is its flexibility in serving a community relations purpose without losing its employee interest. During the last year *The General* has been publishing special community editions that have reached a new high in popularity and in effectiveness.

A central staff member and a photographer will spend a week in one community, visiting schools, churches, business men, doctors, teachers — everybody — photographing and interviewing. Then another week at the General Shoe plant doing the same. The result is a special community edition with some

very interesting proof of the mutuality of interests between plant and community. Examples of content: Plant superintendent and the mayor serving on the same civic committee. Plant worker taking his troop of Boy Scouts on a field trip. Plant worker's wife (or himself) teaching a Sunday school class. General Shoe man as an officer of the Lion's club. Photos of about 400 General Shoe children who make up a substantial part of the public school's enrollment. And of course the people lined up in front of the deposit window, in front of the bank and the grocery checking counter were General Shoe families.

In conclusion, many of America's big companies perhaps could not adapt this kind of "employee newspaper" medium to do the job they require. For them, the big-league company magazine is the thing. I will keep on reading them with interest and admiration for their excellence, but at heart I will keep on believing that, well, for our people at least, "ham and eggs" is what they want, and in the final analysis what we want them to want.

## CLASSIFIED ADVERTISEMENTS

When answering ads please address as follows: Box number, THE PUBLIC RELATIONS JOURNAL, 525 Lexington Avenue, New York 17, N. Y. Rates: "Positions Wanted" 60c per line, 5-line minimum; "Help Wanted" \$1.00 per line, 5-line minimum. All classified ads payable in advance.

### POSITIONS WANTED

#### PROFESSIONAL PUBLIC RELATIONS

Experienced commercial and institutional fields. Extensive press, radio, motion picture, writing, displays, public speaking, employee communications, community relations. 29. AB Business Administration. Now in New York. Will relocate if necessary. Box T-5.

#### PR FOR INDUSTRY, FIRM, AGENCY

EXPERIENCE: four years metropolitan press, wire service; EDUCATION: BA, LL.B. (labor problems major); AND only 27. Box G-5.

**PUBLIC RELATIONS EXECUTIVE** — Experienced in community, employee, stockholder and customer relations. M.S. degree in PR. Seeks position with industrial concern, trade association or agency. Box L-3.

**CAN YOUR PUBLIC RELATIONS AGENCY** use a man 32 with 7 years experience in writing articles for big "slicks," including many business, product promotion articles and publicity features? Book author, good contact man. Box R-5.

**A BUSY PUBLIC RELATIONS AGENCY** or executive is offered a wonderful opportunity to have more time for top policy essentials. Capable public relations specialist, 32, with overall public relations experience (agency, corporate, business, association, institutional, individual) is equipped and ready to give complete, undivided support in all needed ways.

This young man is a genuine student and practitioner of public relations. A Columbia graduate in social science, he also has newspaper and business experience. People are his main interest. He knows them in all walks of life and they like him.

Basic qualities make him a personal asset. He is intelligent, loyal, agreeable, direct, enthusiastic, understanding, modest, confident, growing — with a full sense of humor. He is presentable, can handle himself and can operate on all levels.

His experience convinces him of the magnitude and importance of public relations. It gives him the strong desire to give to that profession his varied talents for useful service. He thinks of public relations as a bank for human resources with tremendous possibilities.

An executive who can recognize a thoroughly sound human investment with high potential is invited to have a chat with this young man. Please telephone PE 6-2900 or write W. Stevenson, Columbia University Club, 4 West 43rd Street, New York 18.

**EXPERIENCED WRITER-REPORTER** for newspapers & industrial publications seeks public relations post with a future. Single, 29, vet, MS in journalism, best references, eager to make good. Excellent public speaker. Can handle press camera. Available June 12. Box B-5.

**INDUSTRIAL PR — MAN, 34.** Unique background including advertising, sales promotion and writing. Former partner small N. Y. PR firm. Seeks permanent responsible position in PR field. Box H-1.

#### PUBLIC RELATIONS — SALES PROMOTION

Professional experience in creating new sales appeals, publicity campaigns and bulletins; public speaking; fund raising; contacting all types of people; organization and administration. Knowledge of finance and investments. Woman with wide social and community background — from Junior League to Community Chest. Master's Degree and Phi Beta Kappa. Box N-5.

#### INDUSTRIAL PUBLIC RELATIONS

Experienced man with excellent corporation, organization and freelance background seeks connection with company or agency. Broad editorial experience. NYC resident — will travel. Box R-5.

## IMPACT OF TELEVISION — Continued

sunshiny day you can stand behind a wall and be in shadow, where there is no light, but only the reflection of light. That's what happens to television in the Ultra High. It won't bend with the contour, or around obstacles. A hill, a house, a wall or even a tree can cut off the picture. In the Very High Band, which we now use, we get good reception within certain calculated areas, regardless of contour or obstruction. In the Ultra High, it is very difficult to get reception in any area.

Millions have been spent in research work, exploring the Ultra High, but so far it is still quite unsatisfactory for the sort of television we've become accustomed to, in the Very High Band. Nevertheless, the Commission is being driven by great demand and no other availability, to plan allocations in the Ultra High, hoping that time and increased usage may provide the ultimate solutions.

When the freeze ends, many communities with no allocations in the Very High Band will receive allocations in the Ultra High. Other communities, with present allocations in the Very High Band will receive additional facilities in

Ultra High. Detroit is in the latter category; we have three stations here now in the Very High Band; we will get at least one or two additional allocations in the Ultra High. But for years these will be largely experimental, if anyone takes them. And when the day comes, if it ever does, that Ultra High television is feasible and practical, then, by adding an inexpensive converter to existing sets, it will be possible to get either Very High or Ultra High television, at will. But, the chances are that all present-day receivers will be worn out and replaced before that day arrives.

Almost the same thing is true of color. There's been a lot of fuss about color, but it will be at least four years before we have color television on the air, equal to present day monochrome. And, when color comes, it will be fully compatible with the present system, so that without any obsolescence, one can add an adapter to present-day sets and get either color or monochrome; or, without the adapter, if there is any color on the air, present-day receivers will pick up the color as black and white. Put this down in your hats: Color television is highly experimental, far from ready, still in the

laboratory stage. And remember my time-table: If — by January 1954 — we have color television available regularly of the same acceptable quality as present day monochrome, it will be a near-miracle. And, regardless of the time-table, when we get either color or Ultra High, or both, there will be no obsolescence.

Total set circulation now stands at about four million. Production for 1950 is planned at about 5 million, to more than double existing totals. Metropolitan Detroit now has 200,000 sets with perhaps 25,000 more on the periphery of the metropolitan area.

Program hours on the air have lengthened steadily. Currently, our schedules average well over 50 hours weekly. By the end of 1950, we expect to be on regularly from noon to midnight and may well be breaking into the morning hours.

If you haven't yet bought a television set you are depriving yourself of one of life's finest treats.

So, having finally emerged in my true colors, having now dropped the robe of the philosopher and shed the prophet's mantle, you see me for what I really am: a huckster. Philosophy and prophecy are only my avocations.

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